

**ASSEMBLY STANDING COMMITTEE
COMMITTEE OF THE WHOLE
THE CITY AND BOROUGH OF JUNEAU, ALASKA
December 12, 2016, 6:00 PM.
Municipal Building - Assembly Chambers**

Assembly Work Session - No Public Testimony

- I. ROLL CALL**
- II. APPROVAL OF AGENDA**
- III. APPROVAL OF MINUTES**
 - A. November 21 2016 Committee of the Whole**
 - B. December 3, 2016 Committee of the Whole - Assembly Retreat**
- IV. AGENDA TOPICS**
 - A. Willoughby Arts Complex Update**
 - B. Airport Master Plan**
 - C. Economic Development Plan Update**
- V. ADJOURNMENT**

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

November 21, 2016, 6:00 PM.
Municipal Building - Assembly Chambers

Assembly Worksession - No Public Testimony

I. ROLL CALL

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

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

Assemblymembers Absent: None.

Staff present: Rorie Watt, City Manager; Mila Cosgrove, Deputy Manager; Amy Mead, Municipal Attorney; Laurie Sica, Municipal Clerk; Robert Palmer, Assistant Municipal Attorney; Rob Steedle, Community Development Director; Beth McKibben, Planning Manager; Laura Boyce, Senior Planner; Roger Healy, Engineering / Public Works Director.

II. APPROVAL OF AGENDA

Hearing no objection, the agenda was approved.

III. APPROVAL OF MINUTES

A. October 31, 2016 Committee of the Whole Minutes

Hearing no objection, the minutes of the October 31, 2016 Committee of the Whole meeting were approved.

IV. AGENDA TOPICS

A. ADEC Cruise Ship Waste Water Update

Michelle Hale, Director, Division of Water at the Alaska Department of Environmental Conservation, reported on the effluent water sampling program from cruise ships in 2016. She said effluent sampling is done from all cruise ships, as well as from wastewater facilities. They require the cruise agencies to do the receiving water monitoring, which is contracted out. This ensures that water quality is met at the boundaries of the mixing zone. Dissolved copper and ammonia are the two things that they are looking for. She provided tables with sampling results and explained the meaning of the tables. There was one incidence of copper contamination in the results. The results for ammonia were below the criteria for concern in the 2015 and 2016 years. She said they expect to see ammonia and copper in low concentrations in seawater. The levels present are comparable to when the ships are in and when they are not in the harbor. Sampling for dissolved metals can be difficult and unlike a stationary source like the JD plant, where the sample location is always the same, cruise ships need to figure wind, tide and location into the study factors. We are working with the same people year after year to refine the program and to avoid contamination in the samples. We use these results to inform the next permit cycle. We will start to work on the next five year permit in the next year or two, and this data will inform our decisions.

Ms. Weldon asked the size of the mixing zone. Ms. Hale said she thought the underway mixing zone was 60 feet, but their rule is to make them as small as possible. The limit for underway is higher, and the stationary ships have smaller zones because they are in harbors.

Mayor Koelsch asked how long the samples could be kept viably. Ms. Hale said six months for metal samples. They don't generally degrade. Ammonia samples have a holding time of 28 days.

Mr. Kiehl asked for clarification and Ms. Hale said "field blank" meant taking deionized/distilled water and processing it the same way as a field sample, to test to see if the equipment is contaminated. An ambient sample is taken of the background level. These are all Gastineau Channel stationary discharge samples provided in the report. Each ship that discharges while stationary are required to take samples. While underway it is too dangerous to take samples.

Mr. Gregory asked about the timing of the samples. Ms. Hale said that the samples were taken during the cruise ship season while the ships were tied up at the dock. The green line on the report referred to ambient water quality samples taken while the ships were not in the harbor. Mixing zones are done by modeling. There is testing during the shoulder seasons, when ships are not here but not during the middle of winter.

Ms. Gladyszewski asked about time of day and location. Ms. Hale said the samples were taken by the contractor while the ships were in town and the samples are taken virtually at the same time each time. Ships are required to sample twice per season when they are discharging.

Mr. Kiehl asked how two ships tied at the same time could be differentiated in their mixing zone. Ms. Hale said that was part of the complication. She spoke about upstream and downstream levels and said that receiving water sampling is very broad and it is just confirmatory and they did not expect huge precision. Mr. Kiehl asked what happens if there is an exceedence of levels. Ms. Hale said DEC would work with the contractor and they have a separate contractor for the ambient sampling, so they can compare notes and address field contamination. She said that they can't know definitively based on test results and it was basically a judgment call. There was no follow up to the sampled vessel in the case of the one exceedence.

Mayor Koelsch asked if there was anything to indicate that kids should not dive off the docks. She said she did not believe so, other than jelly fish.

B. Cruise Ship Season 2016 Update

Kirby Day spoke on behalf of the Tourism Best Management Practices program. He has been involved with tourism in Juneau for 30 years. Overall the season was positive, for passengers and for the region. Juneau welcomed the one millionth cruise ship passenger this summer and 2016 saw the highest numbers since 2008. The southern berth of 16b was completed on time with a positive experience for all. This opened the dock for the public. In 2017, there will be four docks that will have the ability to handle the 1000 foot ships. It is a world class facility and no issues are anticipated with the one under construction. The additional infrastructure minimizes the days that ships need to lighter their passengers to the dock, which translates to more time at shore, and more sales and sales taxes. There are only 11 calls at anchor next summer. There were a 1,050,000 passengers in 2016, and last year was 1,040,000. This is a positive trend. This also brings challenges, and in 1996 we began the TBMP program, which is 20 years old. In 1996, there were 500,000 passengers. The industry was behind the eight ball when the program began to address the impacts of more people in a small area in a short period of time. Hot topics were flightseeing, helicopter and float plane noise, trail maintenance, whale watching, wake from boats, emissions, and traffic. He distributed the 2016 report and there are 96 guidelines for businesses to follow. The complaint hotline allows residents to call in and provide feedback. Wake damage at Auke Bay, litter, smoking refuse, and retail business conduct are some current issues. He spoke about awareness efforts. He provided a sample of the narrative regarding the hotline calls and responses. They have a call volume log back to 1996, and the number of calls is going down, particularly in cruise ship noise and emissions, and flightseeing noise. The program has made a

difference, people continue to participate, and we plan to sustain the program. The program was recognized by Georgia Tech for best practices in sustainable tourism, and other communities have emulated the program. Challenges include managing vehicular traffic in Marine Park, as we will be doubling the traffic coming into that area with the new dock. We are working on wayfinding and getting pedestrian traffic moving in the right direction. They will be adjusting crossing guard locations. The lightering dock will be moved to 16b South. He thanked the Assembly for the support of the program, which has come a long way.

Ms. White asked about the monthly report to understand it and she agreed that the boat wake issue was problematic. Mr. Day said they have met with many boat operators to discuss this issue and issues regarding whale watching.

Ms. Gladziszewski thanked Mr. Day for keeping this program going and she thought if he had not been its champion the program probably would not continue. They discussed anchoring ships in the harbor and he said that there is no longer a situation in which there is a boat lightering while there is an empty dock.

Mr. Kiehl thanked Mr. Day for encouraging companies to participate and asked what the Assembly could do in that area. Mr. Day said the allocation of money to the program to do outreach, ads and staffing the hotline was helpful.

Mr. Gregory said he had a concern about buses with bad emissions. Mr. Day said buses should be in the right lane unless turning, and there are guidelines regarding emissions and fluid leaks, but the only way they know about that is if someone calls the hotline. People need to be specific with details when they call.

Mr. Nankervis thanked Mr. Day for his work for the program and Mr. Day said it was a group effort.

C. Ordinance 2016-36 An Ordinance Amending the Animal Control and Protection Code Relating to Potentially Dangerous and Dangerous Domestic Animals.

Mr. Watt said an ordinance, along with a memo from Matt Musslewhite, Executive Director of the Gastineau Humane Society, were in the packet and Mr. Musslewhite and an animal control officer were present to answer questions.

Mr. Jones asked about page 2 of 6, items 4, and 5, focused on the "keeper's history" as the major criteria for determining that a specific animal was dangerous. He thought it should be an "and" and the stricken language should remain. He still has some concerns that this is allowed. Mr. Watt said the first three points were about the animal specifically, and items 4 and 5 were about the keepers compliance. If a person has an animal that presents improper behavior in items 1 and 3, you can use the keepers compliance as a factor in the decision. Mr. Jones said if the owner has never had any other complaints, would it be a mitigating factor for the keeper? Mr. Watt said that the director had to make a decision on all the facts. Ms. Mead said that prior bad acts can be considered in this code section. It is a policy call. She said the owner's behavior could not mitigate the bad act of the animal.

Mr. Jones asked about page 3 of 6 line 7, to have a dangerous dog under the control of a person 18 years of age or older for clarification, and asked if the keeper had to be 18 years or older to have the keeper's behavior considered in the determination. Ms. Mead said that she believed the keeper would flow to the parent.

Mr. Kiehl asked if the goal is to define suitability to control a domestic animal - what does age 18 get us vs. a suitability standard. Ms. Mead said it was not illegal, but it was a policy question. Mr. Musslewhite said the intent is that the animal is controlled by someone who has legal responsibility. Mr. Kiehl asked to whom legal responsibility flows if someone unsuitable was allowed to take the dog. Ms. Mead said that the age did not make sense in this case. Mr.

Musslewhite said he had taken parts of the code from other cities' codes. Ms. Mead said the person that can be cited is the owner of the dog.

Ms. White asked if on Page 3, line 16, the signs need to be issued by Animal Control at owner's expense was creating a profit center for GHS. Mr. Musslewhite said no, the signs were charged at cost.

Mr. Jones, on page 2, asked if the timing to microchip should take into account the time to appeal the decision to the board and perhaps on to the Assembly. He asked if the animal would be spayed/neutered or chipped before an appeal ran its course. Mr. Musslewhite said that in the interest of public safety, microchipping an animal at the earliest convenience was in the best interest because we have had dangerous dog owners give away their animals and make identification difficult.

Ms. Gladziszewski asked why micro-chipping is necessary. Mr. Musslewhite said that if an animal is given away, which has happened a handful of times in his experience, that was a main reason to assist with identification. She asked how an animal would come off the dangerous list. He said by moving the animal out of town, or going through the reclassification process. He said there were currently 16 dangerous dogs in Juneau on the list that they were tracking.

Ms. Becker asked the difference between dangerous and potentially dangerous. Mr. Musslewhite said a dangerous dog has a previous violation or has killed another animal. A potentially dangerous animal has a history of an aggressive nature that has been identified.

Mr. Gregory asked about a special license that was issued on January 1 each year. Mr. Musslewhite said all licensing in CBJ is based on the calendar year. Mr. Norton asked for the reason of a one year license. Mr. Musslewhite said this allowed for vaccination history.

Ms. Mead said if it is the Assembly's desire to allow for micro-chipping during the pendency of an appeal, which is now limited to confinement only - anything further would be stayed unless the code was changed to allow more than confinement to occur during the course of the appeal.

Mr. Kiehl asked about the costs and issues of liability insurance on page 3 of six, lines 24 and 25. Why strike "if reasonably available" if it is reasonably available. Mr. Musslewhite said the complaints he has heard was that the cost was not reasonable, and the definition is too broad. The average settlement for a dog bite in the US is about \$32,000. He said this is a public safety issue. There was a discussion about the cost of micro-chipping, which is a standard rate at \$40 by GHS.

MOTION, by Gladziszewski, to forward the ordinance to the Assembly.

MOTION, by Koelsch, to amend by deleting the section "18 years of age or older" on page 3 of 6.

Ms. Becker said suitability is a subjective standard.

Hearing no objection, the amendment passed.

Mr. Jones asked if there was a sufficient definition for "suitable." Ms. Mead said it is not necessarily subjection, because if an action happens, then the person was unsuitable. The evidence is the person fails to control the animal. Ms. Gladziszewski said it was still the owners fault, no matter who causes the problem, the owner is still responsible.

Mr. Nankervis asked about a carve out for requiring micro-chipping within 15 days on page 2, subsection d. Mr. Jones said he wanted actions, other than quarantine, to be stayed during appeals, so it was fine as written.

Mr. Gregory asked about 08.30.010 - the special license - was it for only one year or the life of the dog and Mr. Musslewhite said it is for the time the dog is considered dangerous.

Hearing no further objection or amendment, the ordinance, as amended, was forwarded to the Assembly.

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

Mr. Watt reviewed the ordinance as one way to amend the land use code to make development easier. The staff worked hard to find some balance. He said this is an effort to provide some education on the topic with new Assemblymembers and it is unlikely that the work can be finished tonight on this ordinance. The code deals with the idea of creating access options that allows shared private access and there are big policy issues the Assembly should focus on. The Planning Commission (PC) deliberated on this matter for quite a while. Mr. Steedle, Ms. Mead and Mr. Palmer had worked on the matter.

Mr. Steedle said as part of bringing the subdivision ordinance through its process, it showed a light on how creating subdivisions with shared access differed from existing code. The reading of the code became closer in recent years and there was a desire on part of community development to make development happen. The code doesn't allow for shared access and we have been working on codifying that. Our thinking has evolved during the discussion. The Assembly's push was to get more development, but we realized we weren't following code.

Ms. Mead said that prior to the subdivision ordinance, the code required that all lots required direct access onto a public right of way. The new code allowed private access. CDD was allowing small subdivisions to have frontage and be accessed by a private drive in a private easement, and the marching orders from the Assembly were to change the code to allow this to encourage infill development, where the costs to develop were prohibitive, and where topography would cause a hardship for a typical public access, or for lots, such as on North Douglas, where DOT won't allow the access onto the public right of way. At the last PC meeting there were significant policy shifts to the ordinance from what it was to what it is now, so you need to hear the change and give the staff direction.

Mr. Steedle said that in an ideal every lot has access onto a public right of way, but we find that there are a lot of properties out there that can't be developed economically without changing this to allow private shared access. As this ordinance began it mirrored practice, allowing shared access when there was a barrier to development - but now the matter has been flipped to development by right, not by hardship. You do not have to prove that you can't build a public road, and the PC said that this type of development should be allowed community-wide.

Ms. Gladziszewski asked if staff and the planning commission are in agreement with the change or what is the debate. Mr. Steedle said the debate is whether we want the public to evolve to the gold standard of roads, or if the need for development is so strong that we are willing to go with less than that for development as a standard. Ms. Mead said that the previous hardships were topography and access restricted by government. Public rights of way are required for public safety, utilities, drainage, to minimize neighbor disputes and adequate maintenance. These shared access ways can lead to neighbor disputes that CBJ has no control over, and that is why it was not a matter of right. We will have to determine what is required for utilities. Ms. Gladziszewski asked about what happens in the future if there is a privately maintained access that the property owners ask for the city to develop. Ms. Mead said these are on private property, so the right of way would need to be wide enough for city standards. She gave the example of Dunn Street. Yes, in the future, CBJ could be asked for upgrades.

Mr. Watt said that if the Assembly takes the hardship requirement away and makes this available to all, some could possibly request upgrades, but some may not work in the future. The ones that are hardship are candidates for access that would never be developed otherwise.

Mr. Jones said that Dunn Street did have a platted right-of-way so it was not a similar example. He recalled that when Title 49 was amended, the practice of CDD at the time was that they were doing something through a process of variance and we struggled with that method. It is an issue of a design standard or another standard. If we pass what is coming from the PC does it allow for variances? Ms. Mead said no. CDD has a practice of allowing using the variance process, and we made big changes in the subdivision and decided to stop using variances and put in strict design standards.

Ms. Weldon said that the suggestion to have narrow private roads as a norm is backwards to her as a former fire truck driver. Ms. Mead said that the Fire Department still has to review the plans to ensure that it is suitable for the firetrucks but it is not a public street. Ms. Weldon asked if CBJ would have to worry about private fire hydrants, as those are difficult to maintain. Ms. Mead said that matter needed further consideration in Title 75.

Mayor Koelsch asked how much new housing will this provide if we change the code to allow a relaxation of the requirements. Mr. Steedle said it was a good, unanswerable question. There is a lot of property that can't be developed to public road standards. We can see undeveloped land in Juneau and if you approve this ordinance, I hope that people will realize that property that is now too difficult to develop will be easier to develop.

Mayor Koelsch said that having a guesstimate would help him make up his mind. Dealing with people that are on a shared access driveway that no longer like each other and are mad at those who don't share is unpleasant. He would really like to know the scope of change with this ordinance.

Mr. Watt said that we have to decide the question of hardship, and the question of which zoning districts that this is allowed in, and the number of lots allowed to be on that shared access, and how far does the fire hydrant have to go - there are other ways you can limit or expand where these will be allowed.

Ms. Mead said policy issues are hardship, zoning, density, whether if all uses would be allowed or only residential and accessory. There is an impact on child care homes, there is a discussion about exempting the currently existing private access. Mr. Steedle said that another issue is average daily trips (ADT) and what is a reasonable amount of traffic.

Mr. Jones said he read this as four lots with residential uses, with an ADT of 70. When the zoning was increased to up to D-18, that can affect ADT. I thought this change was proposed for North Douglas, rather than developed land on Glacier Highway. He thought it would be important to compare the first version of the ordinance that went to the PC to the final version before the Assembly now.

Mr. Kiehl said the question of who pays for the eventual upgrade and how in the future - he asked the difference between privately maintained access to privately shared access. Ms. Mead asked Mr. Palmer to draw the options outlined in code on the white board. He asked what happens when people try to tack on future developments off of private shared access roads. Ms. Mead discussed a vested rights provision.

Ms. Gladziszewski asked what is the benefit of the private shared access. Mr. Steedle said that narrowing the standard may make the difference to develop or not develop the property. Ms. Gladziszewski asked if CBJ could create a different size standard for a public right of way. Mr. Steedle said that the width of a right of way could be reduced for public right of ways and it can be left up to the judgement of the Director of Public Works, determined by the characteristics of the property.

The Assembly and Staff discussed the variations in the drawings provided by Mr. Palmer.

Mr. Watt said that by not making it a hardship and expanding the zoning districts, we may incentivize lower density development in the short run - there are dynamics that are tough to

foresee. The PC only has one tool to increase housing and that is the code. They have heard from the public and Assembly discussions that housing is a community goal. They have been told to take the "brake" off development, and it is the Assembly's decision whether or not to put the brake back on and how hard. Land development is difficult and in context, we have several hard issues and we need to choose when and how to make progress. This is the PC's best attempt with the one tool it has.

Mr. Steedle said that the PC is very supportive of the Housing Action Plan, and they had discussion about the zoning and this is something that they believe will aid in the development of the community.

Ms. Gladziszewski said all the consequences of this ordinance have not been figured out - and there are many scenarios and it is hard to understand what we are doing. She would like more than two drawings to show potential developments. Mayor Koelsch had a point about the scope. What is currently happening with the privately maintained access roads we have now, to give us an idea of the possible problems we might face.

Mr. Watt said every neighborhood development has a story. We can try to quantify this but do not overestimate the validity of this. We always have neighborhood disputes, where we have ROW and where we have shared access. CBJ has tools to resolve ROW disputes over time where we are the underlying manager of the land. Where there is shared access - we tell them we have no role and we have to continually verify that and some disputes go on for years. We can try to give you information about land out there and pitfalls, but this could be applied to the entire borough.

Mayor Koelsch said we should be amending codes, giving money and land for incentive, but these are all hard. How can we get out of this with financial incentives. Mr. Watt said economics gets to the core of many of the issues and much of Juneau's roads, right of ways and utilities were built with public support. When the valley grew the road standard was gravel and ditches. There were sewer LID's (Local Improvement District) that were supported by CBJ. Later there were water extensions because wells did not produce good water. In the 90's there was a big LID to pave almost all of the valley as a pass through from DOT for dust mitigation. The valley was some of the easiest land to develop to the current standards we have today. We have continued to do sewer LIDs to spur development but have not seen much development result. Code issues are difficult but there are different ways to provide financial incentives to get the housing we are after - we could have grant programs to spur housing development. You can consider options in your CIP and it may be easier than changing the code. We have a recent examples with accessory apartments. With the 1% sales tax, we have used it to do sewer lid's but there are other tools to develop housing. On Renninger St. we could have disposed of a large tract of land, but we took a risk to create lots - the "Pederson model." If we have properties that aren't developing because of costs should we consider some kind of grant program.

Ms. White said that roads in Mendenhaven do not meet current CBJ standards, they don't have sidewalks, lighting and drainage. I don't see this ordinance as a cure, I see it as a tool in the toolbox. Ms. White said she could go through each MLS and determine how many potential units could be developed. She related the current housing issues. She had no problem getting the bugs out and getting this on the books to get more housing built.

Mr. Jones said he sees this ordinance to help with the infill. We did put in sewer and rezoned a lot of property because sewer was there. People objected to up-zoning because they don't want to develop their property to a higher standard. We won't get an immediate result from this because most of the current owners won't develop, but future owners might make use of this. Ms. White has a good point. If we don't put something in place it won't happen. This is infill, this is not major subdivisions. There are major changes that are needed, but he agreed with the principal to allow someone to do something with land that is not currently suitable. This is hardship based.

Ms. Mead asked if it would be helpful to see the prior version to the current version. Mr. Nankervis said yes. Mr. Steedle said that infill development is not in this ordinance, as Mr. Jones has stated, or a hardship.

Ms. Gladziszewski said the Assembly has not made the policy calls - we need to figure out if you are analyzing the allowance to everywhere or only a hardship situation. We need many more diagrams.

Mayor Koelsch asked when the issue would be back before the Assembly. Mr. Watt said that January was appropriate for a COW work session. He spoke about a joint meeting with the PC.

MOTION, by Kiehl to remove the ordinance from public hearing on Monday, November 28 Assembly's agenda and refer it to the Committee of the Whole in January. Hearing no objection it was so ordered.

E. Ordinance 2016-35 An Ordinance Authorizing the Manager to Convey Lot 3 of the Renninger Subdivision to the Juneau Housing Trust.

Ms. Mead explained the intended use of the property for development of "air condos" and the Assembly was interested to know if this would be allowed on that property, but the authorization to sell the property at below market value can go forward and they can choose to execute it and pursue various models of development.

Ms. Gladziszewski said she did not want to hold up the authorization to negotiate a sale at below market value.

Hearing no objection, the matter would appear on the November 28 Assembly meeting agenda as an ordinance for public hearing.

V. COMMITTEE MEMBER / LIAISON COMMENTS AND QUESTIONS

None.

VI. ADJOURNMENT

There being no further business to come before the committee, the meeting adjourned at 9:05 p.m.

Submitted by Laurie Sica, Municipal Clerk



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

December 3, 2016, 9:00 AM.
City Hall - Assembly Chambers

Assembly Retreat - Worksession - No Public Testimony

I. ROLL CALL

Mayor Ken Koelsch called the Assembly Retreat Work Session to order at 9:00 a.m. in the Assembly Chambers.

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

Assemblymembers Absent: None.

Staff present: Rorie Watt, City Manager; Amy Mead, Municipal Attorney, Mila Cosgrove, Deputy City Manager; Laurie Sica, Municipal Clerk; Bob Bartholomew, Finance Director; Rob Steedle, Community Development Director; Kirk Duncan, Parks and Recreation Director; Robert Barr, Library Director; Dallas Hargrave, HRRM Director; Roger Healy, Engineering and Public Works Director; Rich Etheridge, Fire Chief; Bryce Johnson, Police Chief; Carl Uchtyl, Port Director; Greg Chaney, Lands and Resources Manager; Beth McKibben, Planning Manager; Scott Ciambor, Chief Housing Officer.

II. APPROVAL OF AGENDA

Hearing no objection, the agenda was approved.

III. APPROVAL OF MINUTES

None.

IV. AGENDA TOPICS

A. Goal-Setting Discussion - Update/Expansion of 2016 Goals

At a recent Assembly meeting, Mayor Koelsch requested that the Assembly provide their top ten goals, ranked 1 as top and ten as lowest, either from the 2016 goals, or new, to him by Thursday, December 1. He thanked Ms. Cosgrove for her work to review and update the submissions into a new spreadsheet, which was before the Assembly at this meeting for review. Ms. Cosgrove provided the list of the top eleven goals (where a natural break in scoring had occurred), and explained the spreadsheet.

The Assembly discussed each of the top eleven goals.

MOTION, by White, to accept the top 11 goals for 2017. The list contained the following items:

1. Downtown Parking Solutions
2. Juneau Affordable Workforce Housing
3. AJ Mine
4. Drugs & Crime
5. Economic Development Plan

6. Juneau Access
7. Sustainable Budget
8. Area Plans
9. Homelessness and Public Inebriation
10. Next Generation Workforce
11. North Douglas Extension

Mr. Jones objected, stating that there was not enough specificity to the list.

Ms. Weldon agreed and said that the list contained priorities, not goals, and the goals were not measurable.

Roll call:

Aye: Becker, Gladyszewski, Gregory, Nankervis, White, Koelsch

Nay: Jones, Kiehl, Weldon

Motion passed, 6 ayes, 3 nays.

B. Special Projects Already Underway for 2017: Brief Updates

Ms. Cosgrove provided an update of the Priority Driven Budgeting process underway.

Ms. Mead reviewed the most recent activities regarding annexation and hearing no objection, the Assembly requested that staff bring all options for annexation of lands adjacent to current CBJ boundaries to the Lands Committee for review.

Mr. Watt noted that that the October 3, 2017 ballot would include the proposition for extending the 1% sales tax. This tax has historically been used for capital projects.

C. Finance Overview and Timing of Assembly Decisions

Mr. Watt and Mr. Bartholomew reviewed the status and answered questions about the FY16 budget, the update of the FY17 budget and planning for FY18 and beyond. The Governor's budget will be released by December 15. The Assembly and staff will meet with Juneau's Legislative Delegation at a morning meeting on January 19. Three main issues in the state budget affecting local budgets are PERS/TRS funding, revenue sharing and school debt obligation support.

D. Assembly Good of the Order

Issues discussed included communications between Assemblymembers and staff, the role of committee chairs, how and when Assemblymembers represent their personal opinions as a member of the Assembly, communications with the legislature, Governor and state agencies, participation in political campaigns while serving on the Assembly, and the use of social media by Assemblymembers.

The Assembly reviewed its rules of procedure as outlined in Resolution 2550. The group clarified the use of the motion "orders of the day," discussed the conduct of public participation at meetings, and the motion for "reconsideration." Hearing no objection, the Assembly requested some revisions to the rules to acknowledge new marijuana permitting activities and the addition of the Aquatics Board. Ms. Mead will return a revised version of the rules of procedure to the Assembly at a future Committee of the Whole meeting for further review.

Ms. Mead reported on the procedure Anchorage uses for local review of liquor and marijuana licenses. The Anchorage Assembly protests all licenses as a matter of course, the AMCO Board approves the licenses with "delegation" to the local authority, and no operations are allowed until

the business is in compliance with all local laws. Mr. Jones disagreed with this approach. Mr. Kiehl said he thought the code regarding issuance of a local license in effect accomplished this goal. Mr. Steedle and Ms. Mead explained the concurrent nature of the conditional use permits, state license and local license. Hearing no objection, this topic was referred to a future Committee of the Whole meeting due to Mr. Jones service as HRC Chair and as a member of the AMCO board.

V. COMMITTEE MEMBER / LIAISON COMMENTS AND QUESTIONS

Ms. White noted her work as a real estate agent for Juneau Hydropower and spoke about its purchase of a portion of the Juneau subport property from the Mental Health Trust Authority for its new power project.

Chief Johnson reported on a "shots fired" incident and said that the JPD would hold a press conference at 3 pm (following the Assembly retreat) to provide more information. He informed the Assembly that the Alaska Bureau of Investigation was taking over the criminal investigation and JPD would do its own internal investigation.

VI. EXECUTIVE SESSION

A. Executive Session: City Manager - Six Month Evaluation

MOTION, by Kiehl, to enter into executive session to discuss a subject that could tend to prejudice the reputation and character of a person, specifically, an evaluation of the City Manager. Hearing no objection, the Assembly entered into executive session at 12:40 p.m., and returned to regular session at 1:40 p.m.

Upon return to regular session, Mayor Koelsch noted that the Assembly met with Mr. Watt to review his six month performance evaluation.

VII. ADJOURNMENT

There being no further business to come before the committee, the meeting was adjourned at 1:45 p.m.

Submitted by Laurie Sica, Municipal Clerk



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

TO: Deputy Mayor Nankervis, Chair of Assembly Committee of the Whole

DATE: December 5, 2016

FROM: Rorie Watt, P.E., City Manager

RE: Willoughby Arts Complex Update

Tonight you will receive a brief update from the Willoughby Arts Complex team.

As part of the voter approved temporary 1% sales tax that is being collected between FY13-19, the Assembly has agreed to allocate \$1M towards the Willoughby Arts Complex project. The total project is estimated to cost \$24M. Subsequently, in April of 2013 the Assembly passed the attached Resolution expressing support of the project and the intent to enter into a long-term lease of the needed property.

To date, the project has received \$200,000 of sales tax and has used those funds to:

- Run a community process
- Prepare conceptual designs and costs estimates
- Fund an independently authored feasibility study (10/2016)
- Leverage an additional \$2,000,000 of cash and Community commitments

In the FY17 CIP \$300,000 was appropriated towards the project and is available for project use. Together with the sales tax funds already disbursed, this is half the voter-approved sales tax funding. The project team plans to use this \$300,000 to complete the schematic design of the facility so that they can then market a complete concept to funding entities. Conceptually, three features have evolved as the project has developed:

1. The design work has led to the conclusion that the existing Armory building should be torn down and replaced with the purpose built facility, rather than the initial idea of remodeling the existing building and substantially adding on to the facility.
2. Perseverance Theatre has decided to not participate in the project.
3. The project has prepared a plan to re-organize the chaotic parking lot in a manner that actually creates approximately 20 more parking spaces.

Recommendation:

I recommend that the COW direct staff to prepare an updated Resolution of support for the project, granting an additional five year window to work on a long term lease for the land.

Footnote: In order to make progress on our parking issues, the parking lot work could proceed in advance of the WAC facility. Staff will cost estimate and include this project for consideration in the FY18-23 CIP). Required improvements include islands, drainage, paving, lighting, and striping.

Attachments:

- Resolution 2642
- Parking Plan
- Project Schematics
- Feasibility Study

Presented by: The Manager
Introduced: 04/01/2013
Drafted by: J.W. Hartle

RESOLUTION OF THE CITY AND BOROUGH OF JUNEAU, ALASKA

Serial No. 2642

A Resolution Expressing Assembly Support for the Use of Municipal Property Between Centennial Hall and the Juneau Arts and Culture Center for the Willoughby Arts Complex, to be Developed by the Juneau Arts and Humanities Council and Perseverance Theatre.

WHEREAS, Juneau is considered by many to be the cultural capital of Alaska, and the Willoughby Arts Complex (WAC) in downtown Juneau is intended to anchor and serve as the focus for the creative spirit alive throughout the community; and

WHEREAS, the boards of directors of the Juneau Arts and Humanities Council (JAHC) and Perseverance Theatre (PT) have agreed to work together to design, fund, construct, and operate the WAC, a jointly-owned, state-of-the-art facility which will house both PT and JAHC operations, and provide performance and gallery space for all of Juneau's arts and cultural community to share; and

WHEREAS, the proposed WAC building would be an addition and alteration to the existing Juneau Arts and Culture Center (JACC) in the Willoughby District; and

WHEREAS, the Juneau community has long been working toward the goal of a downtown arts facility, and the City and Borough envisioned such a facility in its 'Willoughby District Land Plan'; and

WHEREAS, Ordinance Serial No. 2012-32, adopted by the Assembly on August 13, 2012, and approved at the October 2, 2012 regular municipal election, allocated a portion of the 1% temporary sales tax for the design, permitting, and construction of the Juneau Arts and Culture Center facility expansion; and

WHEREAS, construction, design, furnishings, and equipment costs for the WAC project, based on preliminary conceptual drawings, are estimated to be \$15 - 22 million; and

WHEREAS, the JAHC and PT are requesting that the City and Borough commit to a lease of the site of municipal land that will allow both the JAHC and PT to seek funding for the design, permitting, and construction of the Willoughby Arts Complex project; and

WHEREAS, the Perseverance Theatre facility located in Douglas was designed in the early 1980s with a 20-year anticipated life span, it has far outlived its original anticipated life span; and with PT's evolving operations it is no longer adequate for present and future needs; and

WHEREAS, as both the JAHC and the PT explored options to achieve their respective arts facility goals, the idea of joining together to build a single building, owned by JAHC and PT and built on leased City and Borough land, became the preferred alternative; and

WHEREAS, a critical early step is for the City and Borough to commit the site for the project so that fund-raising may begin for design work and subsequent construction funding; and

WHEREAS, both PT and JAHC have built strong relationships with private foundations, individuals, and the State of Alaska, who are all likely investors in this project.

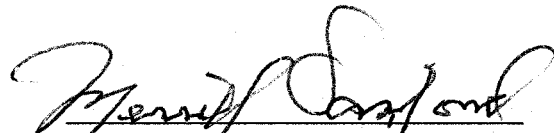
NOW, THEREFORE, BE IT RESOLVED BY THE ASSEMBLY OF THE CITY AND BOROUGH OF JUNEAU, ALASKA:

Section 1. The Assembly of the City and Borough of Juneau hereby expresses its support for the Willoughby Arts Complex project, and expresses its intent to enter into a long-term lease of municipal property for the site of the Willoughby Arts Complex and parking area, as generally depicted in Exhibit A.

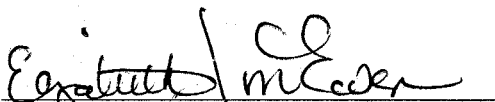
Section 2. It is further the intent of the Assembly that JAHC and PT may rely on this resolution until either a long-term lease is entered into consistent with this resolution, or five years from the resolution's adoption has elapsed, whichever occurs sooner.

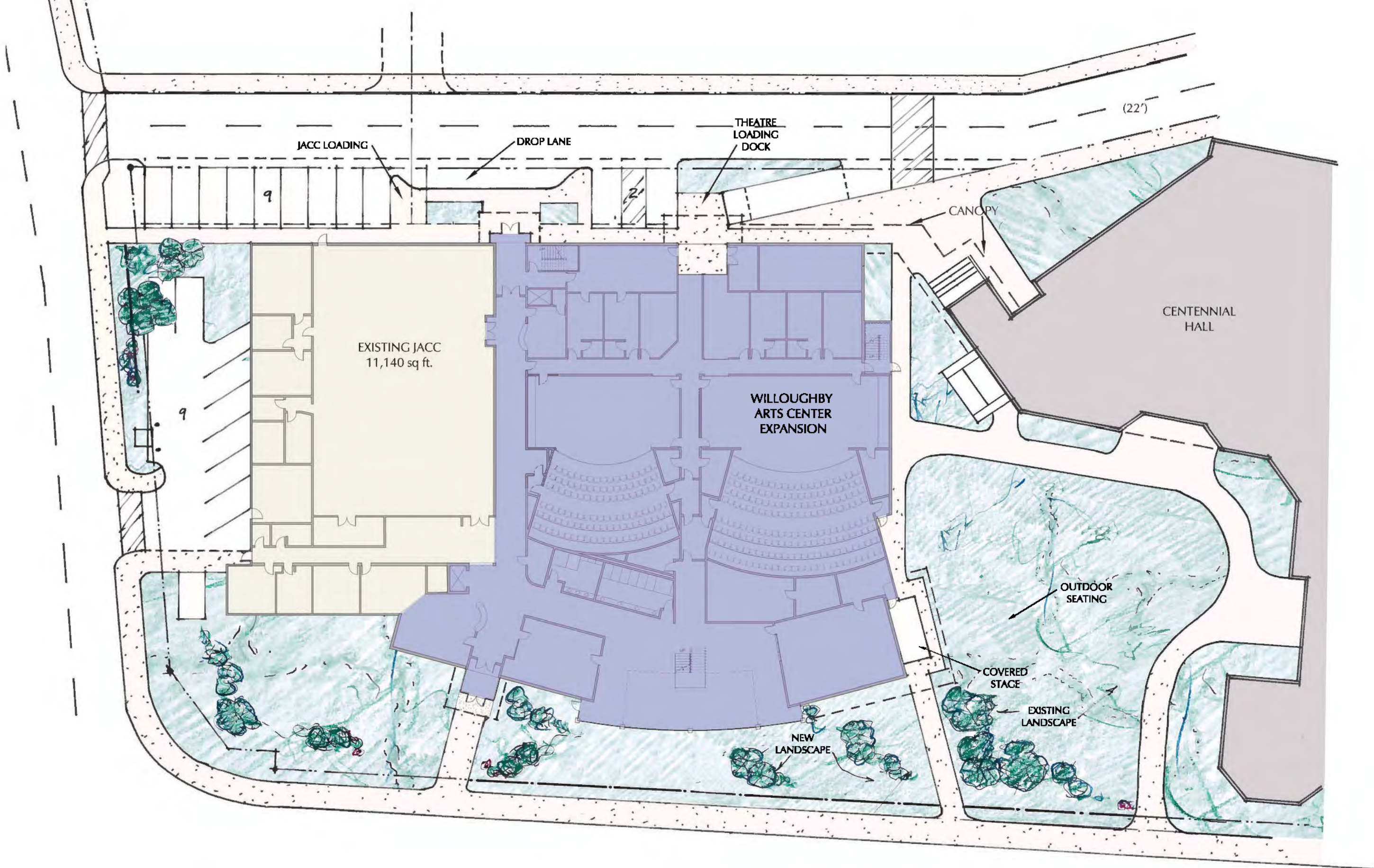
Section 3. Effective Date. This resolution shall be effective immediately upon adoption.

Adopted this 1st day of April, 2013.


Merrill Sanford, Mayor

Attest:


Elizabeth J. McEwen, Acting Clerk





Date: **October 24, 2016**

To: **Katherine Heumann, New Juneau Arts and Culture Center**

From: **Bob Koenitzer and Susan Bell, McDowell Group**

RE: **Revised Financial Projections**

McDowell Group developed a revised Financial Feasibility Assessment for the New Juneau Arts and Culture Center, based on updated building program and conceptual floor plans developed by Hacker and NorthWind Architects.

The Design Committee Meeting #3 materials, dated September 14, 2016, reflect the following changes:

- Demolition of the existing building and entirely new construction.
- An overall facility size increase of nearly 3,500 square feet.
- Increased size and appeal of the lobby/foyer area, which will likely enhance facility rentals.
- Small reduction in the Large Meeting Hall. However, overall facility appeal and usage is expected to increase.
- Increased Exhibit Gallery space, likely enhancing facility usage and potential for sales.

Revised financial projections are summarized on the following pages.

Revised New JACC Feasibility

Plans for the New JACC call for demolition of the existing building and construction of a new facility. McDowell Group was asked to revise the feasibility analysis conducted in November 2015. Overall, the size of the facility has increased by about 3,500 sq. ft. The revenue-generating areas are similar to the previous plan, with some changes in size and layout. Our revised revenue and expense estimates are summarized below. The first column reflects figures from the 2015 WAC study. The second column provides our updated estimates for the New JACC in Year 3, when revenues have normalized. Categories that have changed are highlighted in light blue. Discussion of these changes is provided on the following two pages.

Cash Flow Estimate, Year 3 and Beyond

	WAC (2015)	New JACC
Earned Revenue	Estimate	Estimate
Community theater rental	\$100,000	\$100,000
Ticketing	\$12,000	\$12,000
Facility rental	\$115,000	\$122,000
Rental equipment and services	\$28,000	\$30,000
Warming kitchen rental	\$16,000	\$17,500
Office leases	\$56,000	\$52,000
Retail space net	\$27,000	\$29,000
Gallery space net	\$5,000	\$6,000
Café lease	\$15,000	\$15,000
Concessions/alcohol sales net	\$15,000	\$20,000
Fundraising	\$40,000	\$40,000
Total Earned Revenue	\$429,000	\$443,500
Expenses	Estimate	Estimate
Payroll/benefits	\$160,000	\$160,000
Heat	105,000	90,000
Electric	25,000	28,200
Sewer/water	4,000	4,000
Trash	9,000	9,500
Telephone	7,000	7,000
Shipping/postage	1,000	1,000
Supplies	20,000	20,000
Repairs/maintenance	18,000	10,000
Insurance	20,000	24,000
Equipment	12,000	12,000
Technicians	10,000	10,000
Janitorial	10,000	10,000
Marketing/advertising	10,000	10,000
Capital replacement	20,000	20,000
Miscellaneous	27,000	27,000
Total Estimated Expenses	\$458,000	\$442,700
Net Income/Loss	(\$29,000)	\$800

Following is a brief discussion of revised revenue and expense estimates. As in our prior study, financial estimates are conservative and incorporate an analysis of existing operations.

FACILITY RENTAL REVENUE

Our assumption is that facilities rental revenue will rise modestly with an entirely new facility. While heavily used now, the old hall is not optimal for some users. Having a new facility (even with a reduction of 630 sq. ft.) will likely be attractive to a wider audience and lead to additional hall rentals. Increasing the size of the lobby/foyer by about 4,000 sq. ft. will make the space more attractive and likely increase rentals. We also anticipate increased full-facility rentals. All things considered, we estimate an increase in revenue from \$115,000 to \$122,000.

RENTAL EQUIPMENT AND SERVICES REVENUE

Commensurate with increased facility rentals, there should be a slight increase in equipment rentals and other services from \$28,000 to \$30,000.

WARMING KITCHEN REVENUE

Based on increased facility use, kitchen rental revenue is increased slightly from \$16,000 to \$17,500.

LEASED OFFICE SPACE REVENUE

Two changes affected our estimate of office lease revenue. In the WAC plan, revenue from the Jazz and Classic office was counted in addition to the eight new rental spaces, resulting in an overstatement of revenue for this category. The New JACC will have a new sound studio and rent could be increased. The combination of increasing the sound studio rent from \$500 to \$650 a month, and the reduction of the double-counted Jazz and Classic rent resulted in a decrease in revenue from \$56,000 to \$52,000.

RETAIL SPACE NET REVENUE

Locating the retail shop in an alcove could result in less visibility and lower sales than the current location. However, increased use of the facility should result in a modest increase in sales and revenue. Given recent activity, there is a definite need for a secure space. The retail area could expand its footprint by adding rolling displays that could be moved into the lobby during open hours and moved back into the secure area when closed. Estimated net retail revenue is increased from \$27,000 to \$29,000.

GALLERY SPACE NET REVENUE

Gallery space has increased from 575 sq. ft. to 800 sq. ft. This change should enhance visibility and sales. The space should be dividable so the JACC can host more than one show at a time. Net gallery sales are estimated to increase from \$5,000 to \$6,000.

CONCESSIONS AND ALCOHOL NET REVENUE

The current plan is for the New JACC to manage alcohol sales. This decision will increase net revenue and increase staff time and cost. We conservatively estimate an increase in net revenue from \$15,000 to \$20,000. No additional revenue was added for concessions sales.

HEATING AND ELECTRIC EXPENSE

Discussions are ongoing regarding the heat and electric systems for the facility. Options include oil heat, electric resistance heat, heat pumps, and connecting to the potential Willoughby District heating system. Each system has unique characteristics, energy requirements, and capital costs. New facility construction, new utility systems, and high potential for LEED certification will reduce energy costs. Increasing electricity costs by \$3,200 to reflect the additional 3,500 sq. ft. coupled with a 15 percent reduction in estimated oil heat expense results in an overall reduction from \$130,000 to \$118,000. If the facility installs a system that is more efficient than oil, costs could be reduced even further.

TRASH EXPENSE

Trash expense may increase slightly from \$9,000 to \$9,500 based on an increase in facility rentals.

REPAIRS AND MAINTENANCE EXPENSE

An entirely new facility will likely have lower maintenance costs in the early years. Maintenance expense is estimated to decreased from \$18,000 to \$10,000 for the first 5 years.

INSURANCE EXPENSE

Insuring the new, slightly larger facility will cost somewhat more. Estimated insurance costs have increased from \$20,000 to \$24,000.

Revised Five-Year Pro Forma Cash Flow Analysis

This revised analysis indicates the New JACC will have an operating deficit of approximately \$110,000 in the initial year of operations, a deficit of \$65,000 in Year 2, improving to basically breakeven by the third year of operations. Assumptions factored into the cash flow analysis for the initial five years include:

- Year 1 revenues are projected to be 75 percent of fully normalized revenues; Year 2 at 85 percent, and fully normalized in Year 3.
- Projections do not reflect loan or interest payments.
- Revenues and expenses are not adjusted for inflation.

Pro Forma Cash Flow Analysis

	Year 1	Year 2	Year 3	Year 4	Year 5
Net profit/loss	(\$110,000)	(\$65,000)	\$1,000	\$1,000	\$1,000

Note: Estimates are rounded to the closest \$1,000.

BUSINESS PLAN CONSIDERATIONS

The Business Plan section of the 2015 WAC study included numerous opportunities to enhance cash flow that remain valid today.



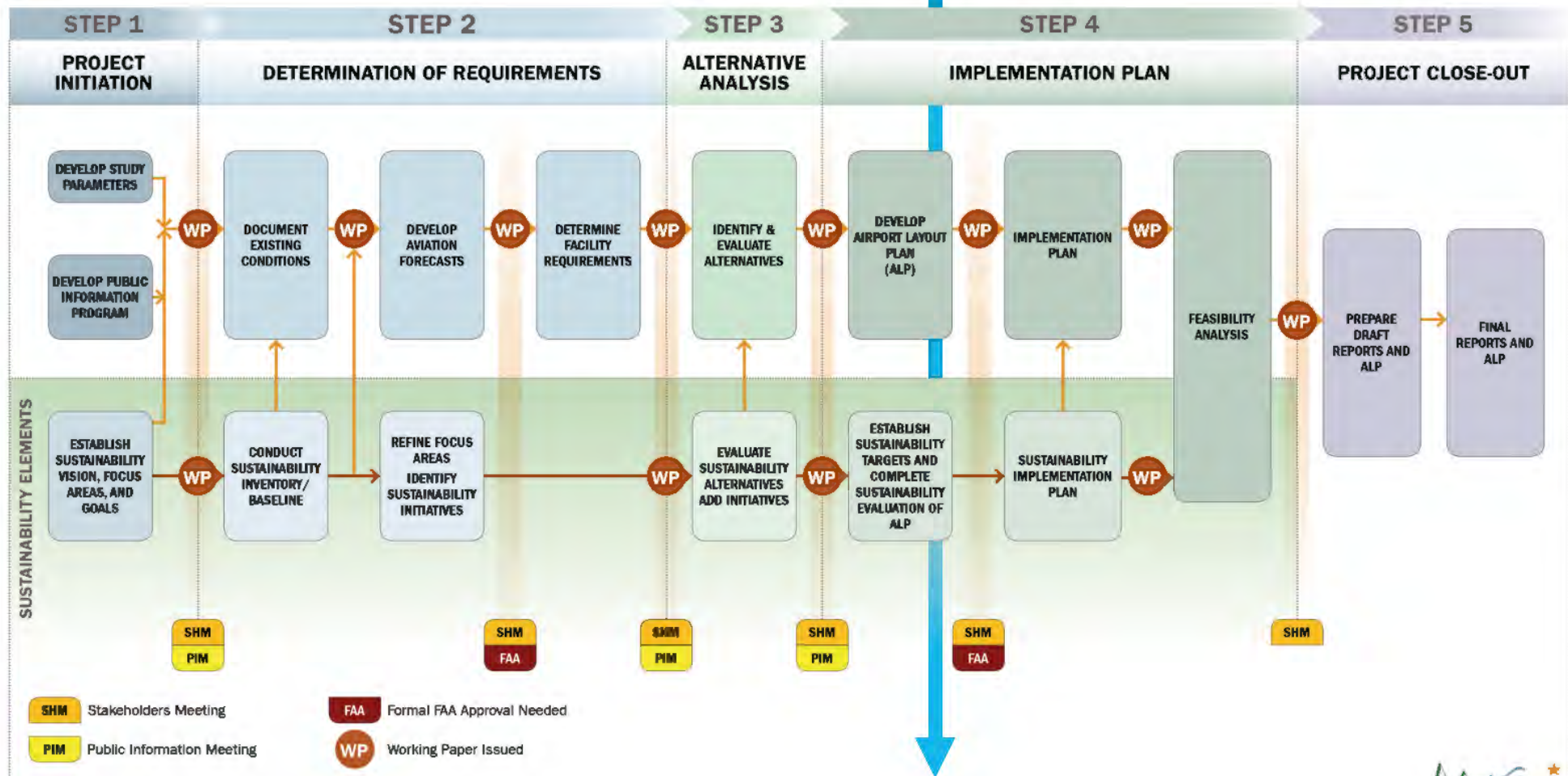
Juneau International Airport

Sustainability Master Plan

December 2016

The SMP Process

We are here!



Coordination Process To Date

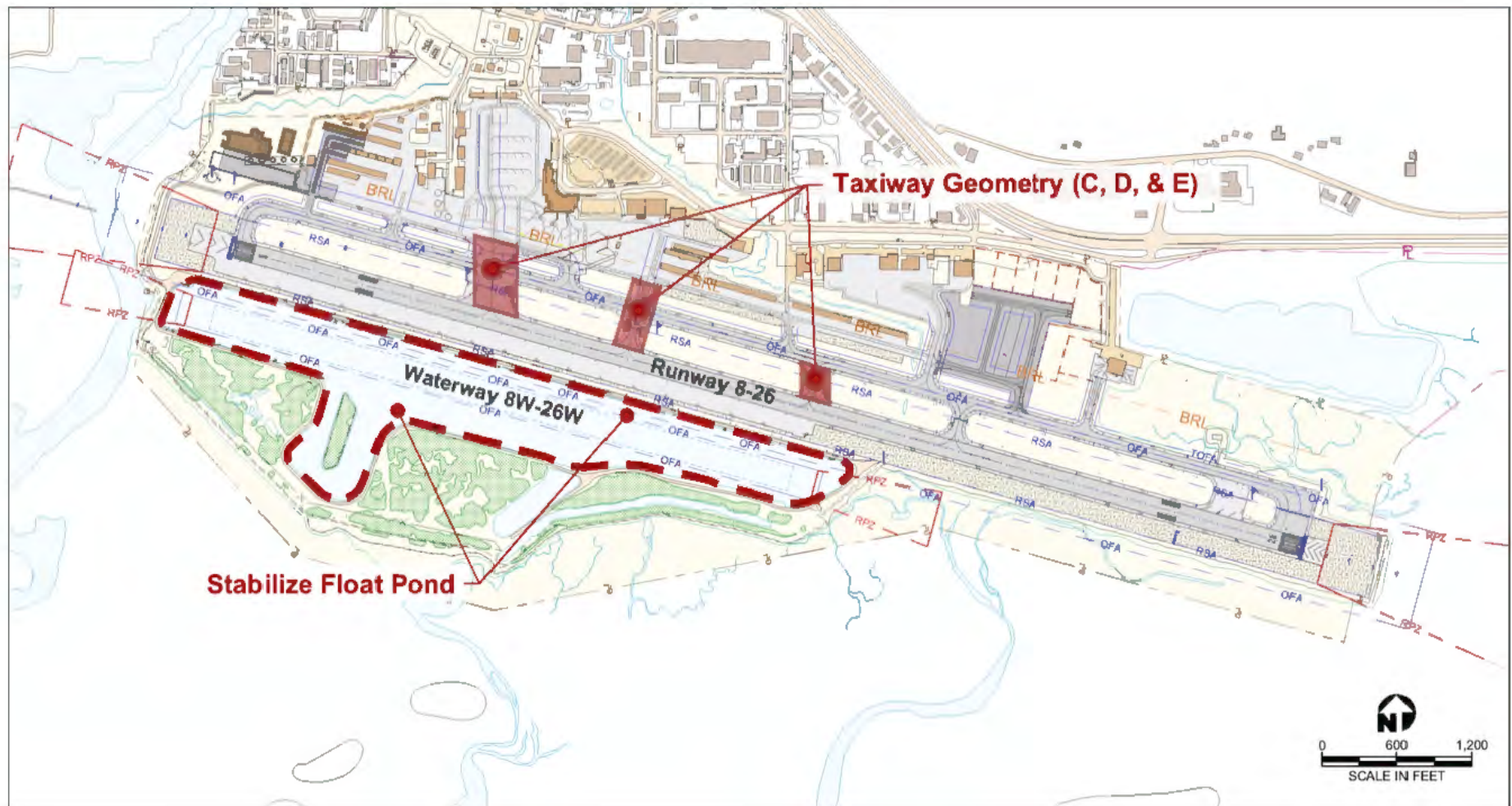
- Four Open Public Meetings
- Five Technical Advisory Committee (TAC) Meetings
- Seven Stakeholder Coordination Meetings
- Five Airport Board Presentations
- Three COW Presentations

Master Plan Recommendations

Airfield

- Address Exit Taxiways C, D and E
- Float Pond Stabilization
- Rehabilitate Taxiway A

Airfield Recommendations

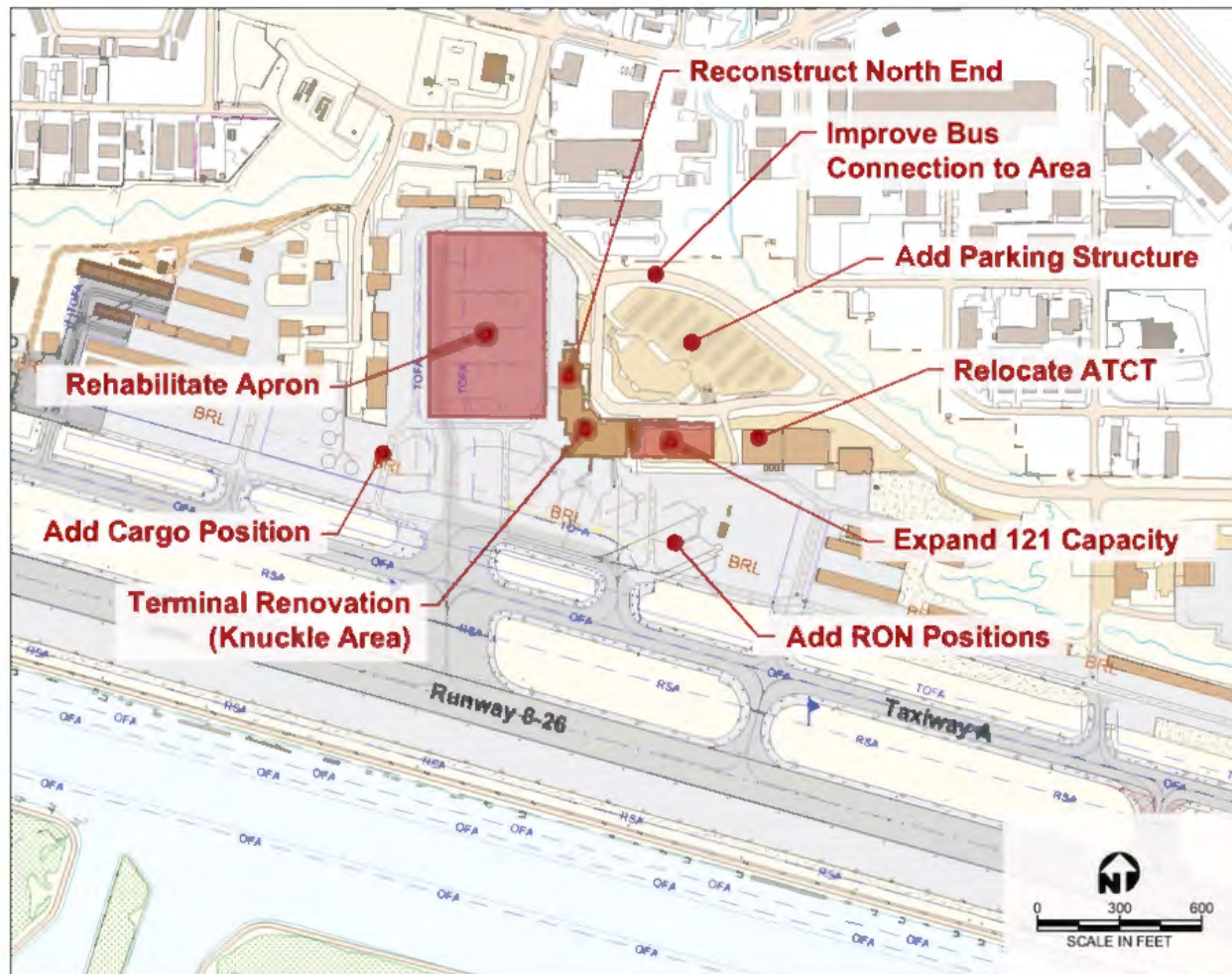


Master Plan Recommendations

Terminal Area

- Terminal Reconstruction/Replacement – North End
- Expand Part 121 Departure Lounge Capacity
- Add RON Positions
- Relocate ATCT
- Terminal Renovation - Knuckle
- Rehabilitate Part 121 and Part 135 Apron
- Passenger Boarding Bridge – Gate 2
- Construct Parking Structure
- Improve Bus Connections

Terminal Area Recommendations



Master Plan Recommendations

General Aviation

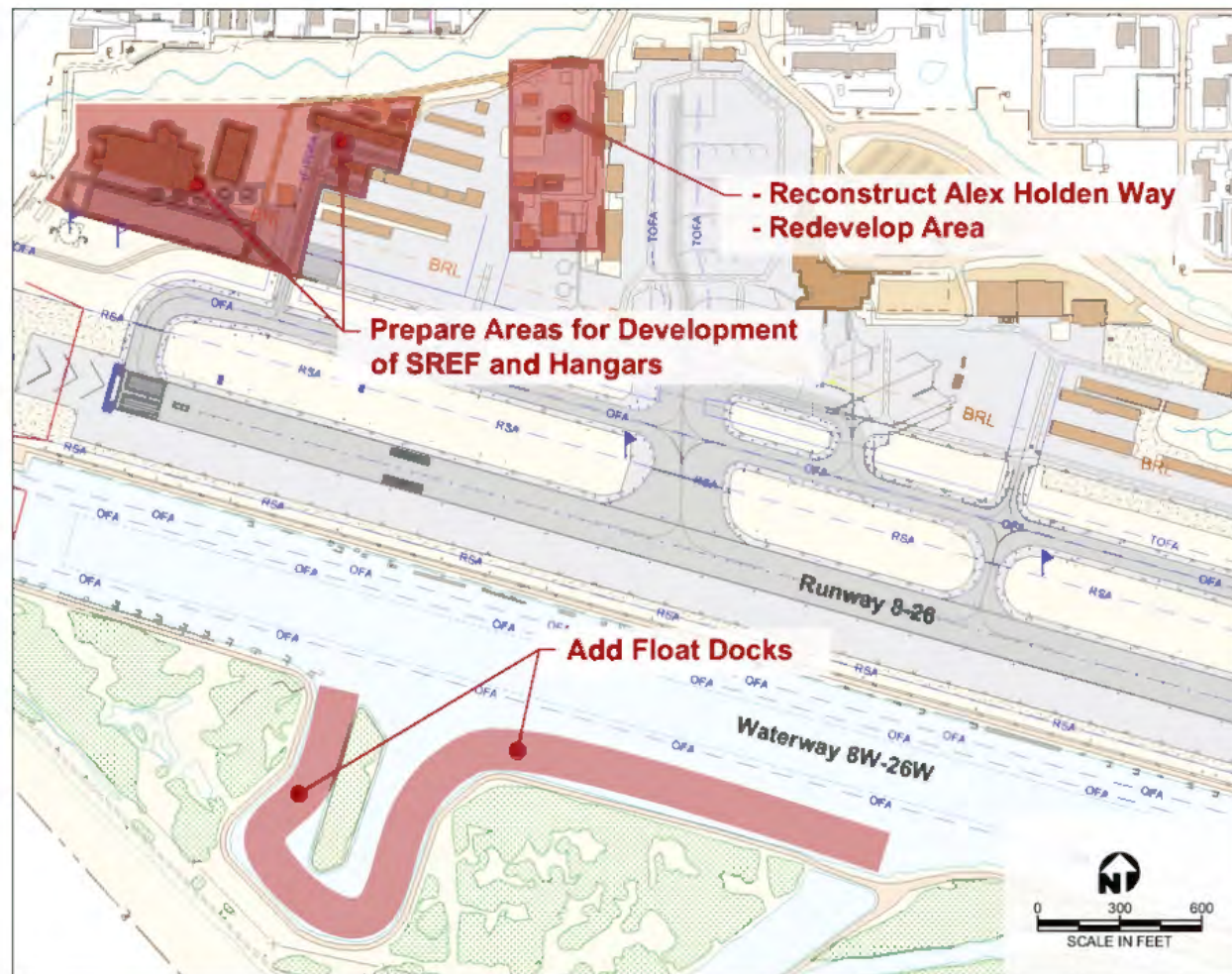
East Area

- Prepare NE Area for Development of Hangars
- Geothermal Loop in NE Area

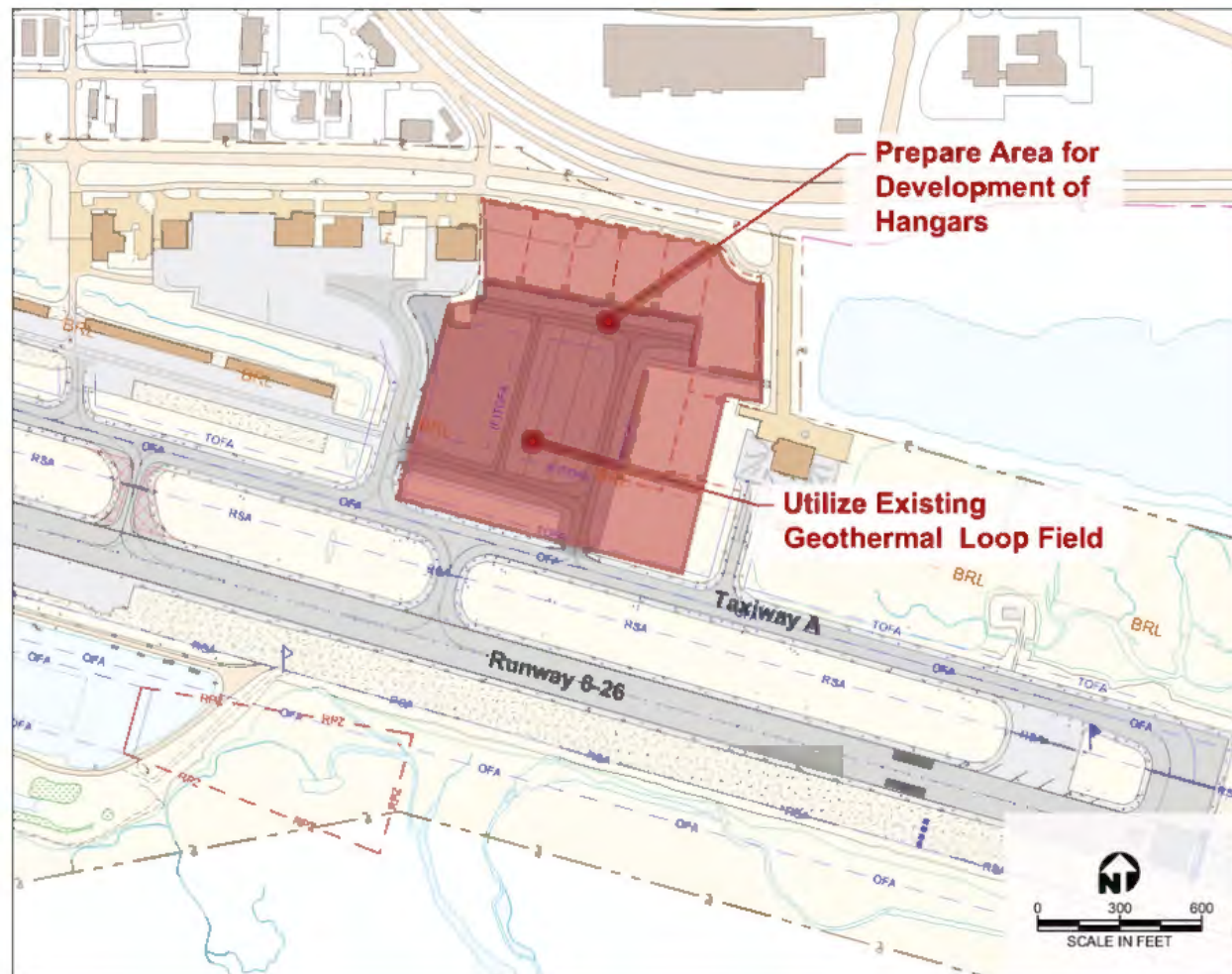
West Area

- Prepare NW Area for Development of SREF and Hangars
- Redesign and Reconstruct Alex Holden Way
- Realign Hangars on Alex Holden Way
- Add Floatplane Docks

West GA Area



East GA Area

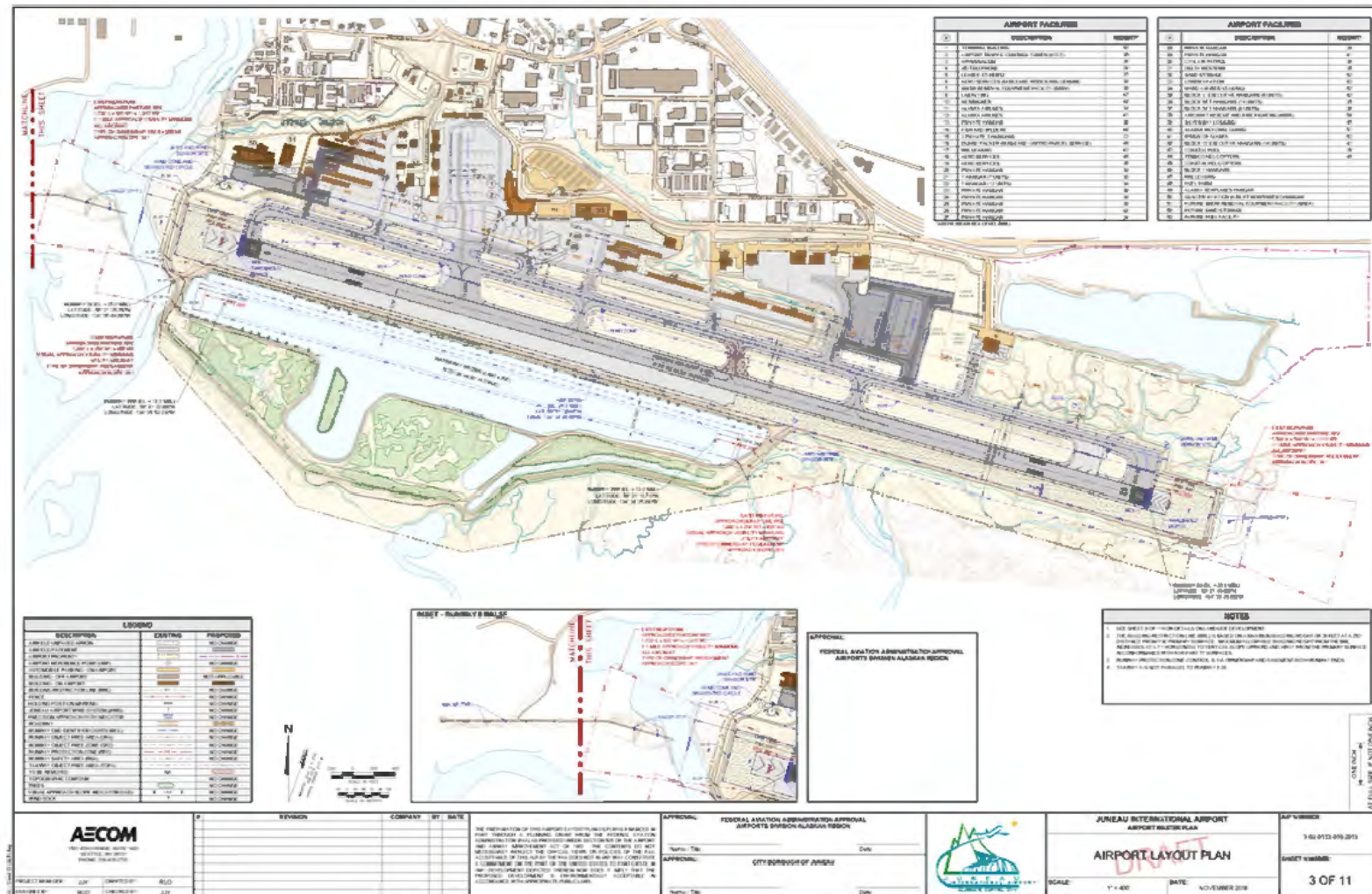


Master Plan Recommendations

Other

- Reconstruct and Upgrade ARFF Building
- EVAR Extension
- Construct SREF Building
- Construct Sand and Chemical Storage Building
- Replace Snow Removal Equipment
- Acquire Wetland Access Vehicle

Airport Layout Plan (ALP)





Questions/Discussion

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: December 12, 2016

TO: CBJ Assembly
Committee of the Whole

FROM: Mila Cosgrove
Deputy City Manager

SUBJECT: Update on Juneau Economic Development Plan

At the April 25, 2016, Assembly Committee of the Whole meeting, the Assembly asked to receive regular updates on the implementation progress of the Juneau Economic Development plan.

A detailed progress report is included your packet and is an update of the document provided in the August 15, 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 activity for the quarter is shaded to stand out.

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

- Bid awarded for the pilot extension of North Douglas Highway. Construction is targeted to begin in December 2016/January 2017. Continued focus on the road and potential use of the West Douglas area has been highlighted as a 2017 Assembly priority. (Enhance Essential Infrastructure)
- CBJ and UAS are discussing possible partnership in obtaining the Auke Bay NOAA facility for use in furthering the educational mission of the UA system and furthering fisheries science and ocean research. (Next Generation Workforce, Juneau as a Research Center)
- The Assembly included the development of a downtown area plan as one of its 2017 priorities. Funding for revitalization initiatives such as the Sea Walk and the Front & Franklin projects are being considered in the CIP budget process. (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 report is expected back in early January. The next step in this project will be to seek funding. (Revitalize Downtown)
- The Mayor initiated a task force to address issues around homelessness. The taskforce has identified root cause problems and is beginning to generate potential solutions. This topic is a 2017 Assembly priority. (Revitalize Downtown)
- The City Manager formed an ad hoc working group to address parking issues in the downtown core. This topic is a 2017 Assembly priority. (Revitalize Downtown)
- Senior housing efforts in the vintage park area continue to proceed. Trillium senior housing project has received their building permit and work has been initiated. (Build the Senior Economy, Housing)
- JEDC released the 2016 Juneau and Southeast Alaska Economic Indicators. They continue to work with the State of Alaska to drill down into areas of workforce needs. (General Economic Development, Next Generation Workforce)
- Efforts to retain the School of Education at UAS are underway. JEDC, at the request of the mayor, assisted in organizing an email campaign to the University of Alaska regents advocating for placing the consolidated School of Education in Juneau rather than Fairbanks. The Assembly also reached out to the UA Regents to advocate for that outcome. (General Economic Development, Next Generation Workforce)
- There are ongoing discussions with UAS, Sealaska, and other entities to strengthen and highlight NW Coastal arts and to emphasize other cultural activities. UAS has expanded their program in this area and discussions around branding the downtown area as a culture center are ongoing. (Build on our Strengths, Revitalize Downtown)
- 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 has authorized funding for small capital improvement projects to make the downtown core more inviting for the legislators, their staff, and visitors to the community. (Better Capital City)
- JEDC and other community partners continue to facilitate activity on the “Choose Juneau” project. The website and face book page are under regular revision. There is a small group of Human Resource professionals currently working with the group to assure the Choose Juneau web site is a tool employers can use when recruiting people from outside the community. (General Economic Development, Next Generation Workforce, Better Capital City)

- The Assembly continues to work on finalizing the Housing Action Plan and developing implementing strategies to move housing issues forward. This topic is a 2017 Assembly priority. (Housing)
- Work continues work on the disposal of Renninger subdivision lots, disposal of the 2nd and Franklin lot for housing, and the development of the Peterson Hill subdivision. (Housing, Revitalize Downtown)
- The Housing First coalition continues to seek funding for the remaining portions of the Housing First facility. JCF has an active community campaign running and CBJ applied for a CDBG grant for additional funding. (Housing, Revitalize Downtown)
- The Chamber of Commerce is partnering with the McDowell group to conduct a survey on transportation rates. The Chamber intends to meet 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. They are hoping to be ready to implement the survey by mid-January. (Enhance Essential Infrastructure)
- JNU sustainability Airport Master Plan is being finalized. There will be a presentation at the December 12, 2016 COW meeting. JNU hopes to have the plan adopted early winter. Timeline will be driven by the FAA review process. (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.

Juneau Economic Plan - December 12, 2016 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 December 2016
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 Committee Meeting, December 12, 2016 Packet Page 40 of 52 • Permitting • Obtaining the corridor right of way • Detailed design • Construction	CBJ Staff	Bid awarded, construction set to begin early winter 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 early Winter 2017. Airport consultants will provide an update at the December 12, 2016 COW. Timing 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 - December 12, 2016 Status Report

Objective	Action	Action Description	Lead	Status December 2016	
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 has held two work sessions with the McDowell Group resulting in the development of the first draft of the survey. Changes are being evaluated now, with the final version to be completed mid-January. The Chamber's intent is to meet 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.	
		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. Committee of the Whole, December 12, 2016 Packet Page 41 of 52		
		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.	
		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 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 senior housing to try and find financing. Expect this to be in front of the Assembly in the near term.

Juneau Economic Plan - December 12, 2016 Status Report

Objective	Action	Action Description	Lead	Status December 2016
	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.
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.	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. Committee of the Whole, December 12, 2016 Packet Page 42 of 52	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.
	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.
	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.	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% increase).
	2.5.C	Increase opportunities for lifelong learning.	UAS	
Prepare the next generation of Juneau retirees	2.6.A	Coordinate with AARP, UAS, CPAs, estate planning attorneys, and other local financial planners to provide community courses on preparing for retirement.	AARP	
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 held a coordinated summer activity event at Cent. Hall in April '16. 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, December 12, 2016 Packet Page 44 of 52	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 publicize 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 are 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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Objective	Action	Action Description	Lead	Status December 2016
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 SurveyMonkey 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	Committee of the Whole, December 12, 2016, Packet Page 45 of 52 Develop an action plan based on data and analysis above.		
	3.6.B	Facilitate development of shared workspaces in Juneau where entrepreneurs and creative professionals can share ideas and resources.	private sector/ JEDC	Located in the Senate Building. JEDC created a ShareDesk profile at https://www.sharedesk.net/ to promote use of JEDC conference room and occasional space.
Support adult education, training, and events that increase innovation and entrepreneurial capacity.	3.7.A	Support competitions, such as the Path to Prosperity, that develop sustainable businesses.	JEDC	JEDC participates in the Boot Camp weekend, announces the winners of the program at the Innovation Summit. JEDC supports the statewide Arctic Innovation Contest based out of UAF. Ongoing
	3.7.B	Continue to fund and support an annual Innovation Summit to encourage professional connections and advances within Juneau’s key sectors.	JEDC	JEDC is plannign the 2017 Innovation Summit currently scheduled for February 15 & 16, 2017
	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 invloved 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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Objective	Action	Action Description	Lead	Status December 2016
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 resilieince 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. Orginial 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. Committee of the Whole, December 12, 2016 Packet Page 46 of 52		
	4.1.D	Market Juneau’s ice field-to-marine ecosystem, including existing research facilities and capabilities, and current basic and applied research work. Focus specific marketing to three targets: research funders and academia, prospective college students, and locally to raise community awareness and pride. “Localize” some materials, for example show residents how federal and state research impacts fish stocks, etc.	UAS/JEDC	Juneau is now recognized as a Research Center of Excellence through the Statewide Council on Research (SCoR). The Alaska Coastal Rainforest Center (ACRC), part of UAS and linked to UAF, is increasingly successful in securing networking funds that focus on research and management of coastal temperate rainforests. UAS markets itself as an institution where students have excellent opportunities for undergraduate research. UAS 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. Committee of the Whole, December 12, 2016 Packet Page 47 of 52	UAS/JEDC	Initative on hold. Grant funding not awarded.
	4.3.C	Seek opportunities to solicit input from industry on applied research needs and ideas, including in areas of fish oil research for food and pharmaceuticals, resource business management (mining, fishing, forestry) certificate programs, and use of the ferry system for marine experience (Aztec graduates).		JEDC's Research and Ocean Product clusters continue to meet to explore possible expansions in these areas.
	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 oopportunities where we have natural/competitive advantages.		
Why pursue? New jobs and welath generation, adds to community resliance 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, December 12, 2016 Packet Page 48 of 52	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	Assembly set the topic of AJ Mine as one of their 2017 priorities.
	5.4B	Identify ways the mines can support and grow local business opportunity through their purchase and employment practices (support JEDC’s work in this area).	JEDC	
	5.4.C	Assist in transitioning more of the mining industry's workforce to become residents (working closely with efforts related to the housing initiative).	JEDC	JEDC completed survey of non-resident workforce, which included some non-resident mine workers
	5.4.D	Identify what other amenities/issues aside from housing, such as child care, should be addressed to induce more mine families to live in Juneau.	JEDC	JEDC completed survey of non-resident workforce, which included some non-resident mine workers
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.	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, a report is expected in early January. 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 set to begin this spring. Additional phases are in the CIP funding process.
	7.1.B	Committee of the Whole, December 13, 2016. Packet Page 51 of 52 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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Objective	Action	Action Description	Lead	Status December 2016
	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 Assembly authorized the City Manager to enter into negotiations for the 2nd and Franklin lot. It is the intent of the Assembly to direct proceeds from the sale into a CIP for parking in the downtown area.
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, December 12, 2016 Packet Page 52 of 52	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.				