

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

January 5, 2015, 5:00 PM.
City Hall Assembly Chambers

Worksession - No public testimony

I. ROLL CALL

Deputy Mayor Mary Becker called the meeting to order at 5:00 p.m. in the Assembly Chambers.

Assemblymembers Present: Mary Becker, Karen Crane, Maria Gladziszewski, Loren Jones, Jesse Kiehl, Jerry Nankervis, Kate Troll and Debbie White (teleconference).

Assemblymembers Absent: Merrill Sanford.

Staff present: Kim Kiefer, City Manager; Rob Steedle, Deputy City Manager; Laurie Sica, Municipal Clerk, Hal Hart, CDD Director; and Bob Bartholomew, Finance Director.

II. APPROVAL OF AGENDA

Hearing no objections, the agenda was approved as presented.

III. APPROVAL OF MINUTES

A. December 29, 2014 Draft Committee of the Whole Minutes

Hearing no objections, the minutes of the December 29, 2014 Committee of the Whole meeting were approved.

IV. AGENDA TOPICS

A. Economic Development Plan Update

Barbara Sheinberg and Sarah Bronstein, Community Planners with Sheinberg Associates were present to discuss the final draft of the Juneau Economic Development Plan. Mr. Jim Calvin of the McDowell Group said this project was a year-long community effort and thanked everyone for the participation in the town meetings, the surveys, and said they were pleased with the engagement, support and ideas from the community. Kirsten Sheldon-Walker of McDowell Associates was also present.

Mr. Calvin said the report included three volumes, the plan, the baseline report of current economic conditions, and the public outreach information including the surveys and data gathered from public meetings. The goals that guided the planning process included:

- 1) build a more resilient and diversified economy,
- 2) provide infrastructure that supports and strengthens the economy,
- 3) leverage natural, competitive advantages to create new wealth, and
- 4) preserve or enhance quality of life attributes that were closely tied with community economic well-being.

Ms. Sheinberg explained how the goals fit into an economic framework. The frame includes foundations of financing, human capital and talent, land, business climate, infrastructure and quality of life. Strategies to consider in the spectrum of opportunities and challenges focus on things that support and expand existing business, take advantage of new business opportunities and remove

barriers to success.

Mr. Calvin said that criteria used to select the top initiatives for action were based on research, trends, public input, and were those that were consistent with the vision and principles of the community, those that addressed key barriers or opportunities, those that would create jobs or income, have broad community support and those that already have people or resources engaged. The top initiatives include:

- 1) Enhance essential infrastructure,
- 2) Build the senior economy,
- 3) Attract and prepare the next generation workforce,
- 4) Recognize and expand Juneau's position as a research center,
- 5) Build on Juneau's strengths,
- 6) Protect and enhance Juneau's role as capital city,
- 7) Revitalize downtown, and
- 8) promote housing affordability and availability.

Criteria to select priority objectives include:

- 1) create new jobs,
- 2) add to community resiliency,
- 3) leverage other investment,
- 4) broad based,
- 5) directly or indirectly results in wealth creation,
- 6) realizes foundational benefits (other initiatives depend on it),
- 7) produces multiplier effects,
- 8) generates CBJ revenues to offset costs,
- 9) sustains community support, and
- 10) garners ongoing leadership from within the community.

The planners explained their thinking on laying out the plan, and some filters were based on national planning standards, some were localized to Juneau, and some were based on the community input received. The planners spent significant time in study and review of the objectives and strategies. Ms. Sheinberg focused on an example of the five properties in Juneau with the highest assessed value and tax return per parcel, and contrasted it with a highest assessed value and tax return on a per acre basis. They worked with CBJ GIS on looking at 20 specific areas in Juneau. The Assessor provided the data for the taxable improved property to determine what could be learned. They did not include government or vacant property. Downtown areas included the Downtown historic district, mixed use area downtown, Willoughby, Parkshore and Casey Shattuck. They determined the per acre values and the number of dwelling units in those areas. They included some residential areas because when future planning, zoning decisions can be based on this type of information. She showed a graph of the return on property tax investment per acre in the 20 areas - in the MU & WC historic district there is a \$122,016 per acre return. The residential areas downtown generate \$41,553 per acre. D-18 generates \$18,000 in property tax return in those areas. Light commercial in Douglas is generating more revenue than commercial areas in Auke Bay. Downtown revitalization takes staff time, which needs to be weighed against competing initiatives, but this is an area of high return on investment. To the extent that publicly owned parcels downtown could be converted to private leases, this informed where the strategy should go. Ms. Sheinberg explained return on investment on Douglas Island residential property zoned D-18 from the Bridge to Lawson Creek and how the lower density water side generated about the same return as the upper side higher density condos and apartments.

Ms. Sheinberg spoke about what CBJ could do to engage in the economic development efforts. A best practice is for CBJ to make alliances with external partners and work together on a common purpose. When businesses and non-profits pick some priorities and stick to them, this generates success. CBJ was actively engaged now in working on economic development and roles include coordination of programs and services - this was now tasked to JEDC. Regulations regarding

development need to stay current.

Ms. Troll asked how the partners would be drawn in to participate in joint efforts. Ms. Sheinberg and Mr. Calvin said the city would need to determine its goals and then engage with groups to hear what they were doing and see what they thought were the next steps. Getting a common vision to move forward is very important.

The planners studied a number of communities addressing the same situations as Juneau. Ms. Bronstein conducted baseline research and investigated peer communities that were the same size, with similar demographics, aging population, student/seasonal population, and those that were addressing similar challenges such as constrained land availability, isolation, housing shortage, and struggling business districts. They did not find any community exactly alike, but did find some with translatable lessons and communicated with them on their actions that made them successful. The plan included case studies on industry cluster initiatives in Walla Walla, Washington, age friendly planning in Clackamas County, Oregon, downtown revitalization in McMinnville, Oregon and inclusionary housing in Boulder, Colorado. She gave specific examples of development efforts in McMinnville and Walla Walla.

Mr. Calvin spoke about the cluster initiatives with JEDC and those based on research, arts and culture, can be built on and are similar examples. The Assemblymembers heard the planners' comments on the key initiatives and took turns asking questions and providing feedback on each.

The eight key initiatives and associated objectives in the plan include:

Enhance essential infrastructure

- 1) Municipal and privately owned lands (non federal) in North and West Douglas has commercial, industrial, recreational and residential potential.
- 2) Maintain reasonable freight and transportation costs into and out of Juneau.

Build the senior economy

- 3) Support development a range of housing options and support services.
- 4) Increase depth and breadth of local, skilled health care workers and services for seniors.

Attracting and preparing the next generation workforce

- 5) Develop a better understanding of the workforce needs of Juneau key employers, including state government.
- 6) Increase availability of child care and kindergarten readiness.
- 7) Actively support and maintain quality of life.
- 8) Prioritize an education system that prepares youth to participate in the Juneau workforce.

Recognize and expand Juneau's position as a research center

- 9) Locate Alaska fisheries science jobs that support management of Alaskan fisheries in Juneau and Alaska.
- 10) Better connect Juneau's scientists and researchers with business and industry in applied research to compete and expand.

Build on our strengths

- 11) Increase independent visitor travel to Juneau.
- 12) Create more value from seafood and other maritime resources and services.

Protect and Enhance Juneau's Role as Capital City

- 13) Make Juneau the best possible Capital City.
- 14) Brand and market Juneau as a desirable place to live work, raise a family and start a business. Brand Juneau as a capital, a research center, and an arts destination with recreational assets.

Revitalize Downtown

- 15) Develop and implement CBJ downtown improvement strategy for a safe, clean, attractive, vibrant

city center.

Promote housing affordability and availability

16) Complete housing action plan, followed by action. set goals for starter and affordable housing, senior housing as well as special populations.

The next steps include:

- 1) make final revisions to the plan,
- 2) deliver a final economic plan to the Assembly on Jan 26,
- 3) introduce the plan at the February 2 Regular Assembly Meeting,
- 4) Public Hearing and adoption of the plan at the February 23 Regular Assembly Meeting, and
- 5) Engage with key participants.

Ms. Sheinberg encouraged the Assemblymembers to contact them by phone and email by January 16 with comments, questions, and suggestions, so they can draft the final plan. They were hoping that this plan would be adopted by ordinance. They hoped the plan would assist the retreat on January 14 and comments from the retreat could be incorporated into the plan. The objectives include "too many things to do" and the Assembly would want to prioritize and rank actions to take. The plan provided a suite of high value opportunities to engage with other members of the community to identify common goals and actions.

The Assembly thanked the planners for the thorough work, which included a lot of public input, had removed the politics, and the Assembly expressed that the funds for the study were well spent.

Ms. Kiefer suggested that individual comments be submitted directly to the planners by the end of the week.

V. COMMITTEE MEMBER / LIAISON COMMENTS AND QUESTIONS

None.

VI. ADJOURNMENT

There being no further business before the committee, the meeting adjourned at 7:30 p.m.

Submitted by Laurie Sica, Municipal Clerk