# ASSEMBLY STANDING COMMITTEE
# PUBLIC WORKS AND FACILITIES COMMITTEE
# THE CITY AND BOROUGH OF JUNEAU, ALASKA

July 1, 2019 12:00 PM
Assembly Chambers - Municipal Building
Regular Meeting

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## I. CALL TO ORDER

## II. APPROVAL OF MINUTES

A. June 10, 2019 - Regular Meeting

## III. PUBLIC PARTICIPATION on NON-AGENDA ITEMS

## IV. ITEMS FOR ACTION

A. Downtown Wayfinding Grant Appropriations and Transfers

B. 1% for Art Selections, JNU North Terminal Project

C. Centennial Hall/New JACC

## V. INFORMATION ITEMS

A. Pedestrian Stanchions on South Franklin Street

B. Archipelago Update

C. Eaglecrest Summer Operations Development Plan

## VI. CONTRACTS DIVISION ACTIVITY REPORT

A. June 5, 2019 - June 29, 2019

## VII. ADJOURNMENT

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

PUBLIC WORKS AND FACILITES COMMITTEE
REGULAR MEETING – MINUTES
JUNE 10, 2019, 12:00 pm

## I. CALL TO ORDER

The meeting was called to order at 12:04 PM.

Members Present: Ms. Hale, Ms. Triem, Mr. Edwardson, Mr. Bryson, Mr. Campbell – Planning Commission Liaison

Staff Present: John Bohan, Mila Cosgrove, Rob Palmer, Ed Foster, Janet Sanbei, Nathan Coffee, James Zuelow, Tim Felstead,

## II. APROVAL OF MINUTES

A. May 20, 2019 – Regular Meeting

No objection, minutes approved.

## III. PUBLIC PARTICIPATION on NON-AGENDA ITEMS

None.

## IV. ITEMS FOR ACTION

A. Juneau School District Deferred Maintenance Fund Transfer

Mr. Bohan gave a brief description of the purpose for this transfer. He noted the School District has approved the transfer.

Mr. Edwardson moved the Public Works and Facilities Committee forward the Juneau School District fund transfer to the full Assembly recommending approval, asking for unanimous consent.

No objections – motion passed.

B. Utility Connections in Public Right of Ways – Code Revisions

Mr. Bohan gave a brief description of the code change. He turned the remaining time for explanation to City Attorney Rob Palmer.

Mr. Palmer stated it is difficult to do right-of-way work in the DOT right-of-way. It is necessary to change the code to come in compliance with DOT standards for right-of-way work. These code amendments should assist a private developer to connect to City sewer/water lines without difficulty from DOT.

Ms. Triem moved the Public Works and Facilities Committee move Ordinance 2019-24 to the full Assembly for approval and asked for unanimous consent.

No objection, motion passed.

## V. INFORMATION ITEMS

A. DOT&PF Update Egan Drive – 10th to Main St.

Catherine Wilkins, Construction Manager, Southeast Region, DOT&PF, gave a brief explanation of the project and possible traffic impacts over the next 2 years. The project includes wider sidewalks, bike lanes, additional crosswalks, new stop lights, and a 3-lane road – one lane in each direction with a turn lane in the middle.

To keep traffic moving, lanes will be reduced to one lane in each direction. First it will be 1 lane in each direction on the seaward side, and later it will be 1 lane in each direction on the mountain side. The traffic light at Whittier will be turned off. No left turns off of Egan from the Bridge/10th Street to Main Street. A light patch pavement will be placed to make the road safer to drive on for the length of the project…until it is time to put the final pavement down. We don't want people to think it is finished…it isn't.

Mr. Bryson asked if the two new crossings will have additional light controls.

Ms. Wilkins stated there will not be any additional signals at the crosswalks.

Additional discussion ensued.

Ms. Wilkins stated she will follow up on Committee concerns with Mr. Bohan.

Sergei & Matthew – Capital Transit, were asked to come and answer Committee questions.

Ms. Hale asked what outreach has occurred for traffic pattern changes.

Sergei stated a public announcement was released last week, placed on the website, and put at several bus stops throughout the City. There is a Map on the website that shows the new bus patterns.

Additional discussion ensued.

Mr. Dan Jaeger, Fire Marshall, was asked to come and answer a Committee questions.

Ms. Hale asked Mr. Jaeger to give a brief description of how this will affect the response times to emergencies.

Mr. Jaeger stated the Fire Department has made a few changes and they are making daily runs to incorporate any traffic changes that may affect response to an emergency.

B. JRES Implementation

Mr. Bohan gave a brief explanation of the information in the memo.

Ms. Hale informed the Committee of the goals of the Juneau Renewable Energy Strategy. She stated there are some CIPs coming forward for approval to get these goals under way.

C. Centennial Hall Update

Mr. Coffee gave a brief summary of possible changes to be made to Centennial Hall to make it useful for another 20-30 years. The packet included several ideas to help improve problems mentioned from the public. The scope is strictly for Centennial Hall work. There is no inclusion of the new JACC building. A district parking area and a fully constructed 3rd Street will define the site and its uses. There is a small parking area close to the building for ADA/drop off purposes. 4 schemes were developed. The prices range from $17 million to $23 million. All schemes will include all new audio/electronic and lighting in addition to changes to the building. Mr. Voelckers is trying to consolidate the best combined concept of all the schemes. It may be possible to use the meeting space of the new JACC as part of the meeting availability space if coordinated correctly. The new scheme is to be ready for the June 25, 2019, Special Meeting for discussion.

D. New JACC Update – Special Meeting June 25, 2019, 5:30 PM

Ms. Hale spoke to the Special meeting regarding the new JACC and Centennial Hall. It will then be presented at the July 1, 2019, Public Works and Facilities Committee regular meeting. Then it will be forwarded for presentation at the Assembly COW on July 8, 2019.

## VI. CONTRACTS DIVISION ACTIVITY REPORT

A. May 16, 2019, to June 6, 2019

## VII. ADJOURNMENT

A. Next Meeting – July 1, 2019 – Assembly Chambers

Meeting adjourned at 12:53 PM.

CITY AND BOROUGH OF
JUNEAU
ALASKA'S CAPITAL CITY

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

DATE: July 1, 2019

TO: Michelle Hale, Chair
Public Works and Facilities Committee

FROM: Mike Vigue, Director
Engineering & Public Works

SUBJECT: Grant Appropriations for Downtown Wayfinding

The CBJ has been successful, through the Rasmuson Foundation and the Alaska Humanities Forum, for grant awards to further the Downtown Wayfinding project. The Rasmuson Foundation awarded CBJ $25,000 and the Alaska Humanities Forum awarded CBJ $10,000 to create and install the Community Voices Audio Wayfinding project as part of the Downtown Wayfinding project.

The CBJ will collaborate with internationally recognized arts and community engagement company Ping Chong + Company (PCC), Southeast Alaskan musicians, and media producers to create a set of site-specific audio installations that will guide Juneau visitors and locals on a journey through downtown Juneau. The installations will be linked to the wayfinding and interpretive system to be installed throughout downtown in spring of 2020. PCC artists Ryan Conarro and Lillian Petershoare (Tlingit), both of whom bring artistic and research expertise as well as deep connections to Juneau, will produce the wayfinding installation series featuring the real voices and stories of diverse Juneauites. They will share historical and contemporary stories that reveal the complex, 3-dimensional history of Alaska's Capital City, tethered specifically to key sites around downtown. This project will illuminate the lesser-known histories of Juneau: its original and ongoing Tlingit community, gold rush era, fisheries, political histories, and geographical features, awakening Juneau residents and visitors to a deeper understanding of place and community.

Conarro and Petershoare met as collaborators on PCC's recent theatrical production of community stories "Aan Yátx'u Sáani: Noble People of the Land," in collaboration with the Juneau Arts & Humanities Council. To create the installations, community members will participate in story circles, dialogues, and interviews.

At the August 6, 2018 PWFC meeting the Committee approved staff to pursue the grants for this aspect of the Downtown Wayfinding project with matching funds identified, $15,000 from Downtown Streets project CIP R72-116 and $5,000 from the Downtown Wayfinding project CIP D12-097.

CBJ staff requests that the PWFC recommend to the full Assembly the approval of the appropriation of these two grants and the transfer of $15,000 from R72-116 to D12-097.

1873 Shell Simmons Dr., Suite 200, Juneau, AK 99801 / (907) 789-7821

**TO:** Michelle Hale, Chair, Public Works & Finance Committee

**FROM:** Patty Wahto, Airport Manager

**DATE:** June 28, 2019

**RE:** Juneau International Airport Phase II Terminal Reconstruction Art Works in Public Places

The Juneau International Airport is currently designing Phase II Airport Terminal Reconstruction project. This project must comply with CBJ Ordinance 62.65 “Art Works in Public Places”; requiring 1% of the construction costs to public art. The Airport is looking to incorporate some of the art work into the building during construction. The Art Panel was established by the Assembly earlier this year. This spring, the Art Panel reviewed 35 proposals and selected four artists with work totaling $147,800.

The attached memo outlines the four artists, their proposed work and the costs. The Airport Board concurred with the art panel recommendation at the May 14, 2019 Airport Board meeting. In accordance with the Ordinance, the art panel recommendation is forwarded on to the Assembly.

## Requested PWFC Action

*The Airport requests that the Public Works and Facilities Committee concur with the recommendations of the Art Panel to award the four artists outlined in the memo ("Herring Catch" by Rachael Juzeler, $42,800; "Formline Design Wall Mural" by Alison Marks, $20,000; "Wooden Carving" by Robert Mills, $35,000; and "Southeast Scenery Etched Glass" by Crystal Worl, $50,000), and forward on to the full Assembly for the Juneau International Airport (JNU) Terminal Reconstruction Project 1% for Art.*

# MEMORANDUM

TO: David Epstein, JNU Airport Board Chair DATE: May 7, 2019

THRU: Patty Wahto, JNU Airport Manager

FROM: Catherine Fritz, JNU Airport Architect

RE: JNU Terminal Reconstruction Project Public Art Selection

In accordance with CBJ Ordinance 62.65 "ART WORKS IN PUBLIC PLACES," the appointed Art Panel has completed their work to select art pieces for the JNU Terminal Reconstruction Project.

Many thanks go to Patty Wahto, Dennis Harris, Glenn Ojard, Rachelle Bonnett, and Lauralye Miko for their work on the public Art Panel. They met twice in February to develop the Call For Artists solicitation, then met for more than 10 hours in April to review and discuss the 35 proposals that were received. The panel shared their personal expertise and insights about the various proposals, and worked collaboratively to come up with the final selection of the following four art pieces:

**"Herring Catch" by Rachael Juzeler, $42,800.** This multi-media hanging sculpture is created from both salvaged glass and Bullseye iridescent glass fish that will be attached with copper wire to a stainless steel mesh net, and accented with reclaimed corks, glass balls, and related fishing implements. The piece will be approximately 6ft wide by 24 ft long. Rachael has lived in Juneau since 1996 and has been actively involved in the arts through creation of her own works, as an art educator, and in her position as facility coordinator at the Juneau Arts & Culture Center (JACC).

**"Formline Design Wall Mural" by Alison Marks, $20,000.** Alison's large mural (approximately 10' tall by 25ft wide) integrates traditional Tlingit formline design with recognizable contemporary Juneau-specific figures. The mural will be in a highly visible location (entrance to the restrooms), and will use acrylic paint that will be covered with a protective varnish. Alison is a Tlingit artist born and raised in Southeast Alaska and has been selected for several prestigious awards and fellowships. Her work is included in the permanent collections of the Burke Museum, Frye Art Museum, Portland Art Museum, Chateau Musee Boulogne-sur-Mer (France), and the British Museum (London).

**"Wooden Carving" by Robert Mills, $35,000.** Robert's proposal for a large wooden carved wall piece under the stairs was stunning, but the Art Panel was concerned about how the solid piece would interrupt the open design concept through the stair feature. Robert's design approach is to work collaboratively with owners and architects, so he was very receptive to modifying his carving design to an alternative location. The project's design team will work closely with Robert to bring an adaptation of the original proposal to the Art Panel for final approval. Robert has worked with reknown carvers and exhibited work throughout the northwest. Raised in Kake, Alaska, and living in Juneau, Robert has detailed, personal understanding of the importance of the regional carrier area of the JNU Airport. He looks forward to his work contributing to the airport being a place that all people of the region can enjoy.

**"Southeast Scenery Etched Glass" by Crystal Worl, $50,000.** This proposal incoporates multiple panels of glazing that combines Tlingit motif with flora and fauna scenery. The concept expresses the abundance of life and resources of Southeast Alaska that residents are closely connected to. The artist has invited collaboration with the project's design team to refine the proposal to the most appropriate areas of the archtiectural design, which may include exterior windows or a glass guardrail system. Crystal lives in Juneau and is co-owner of Trickster Company. Her education and artistic works promote innovative indigenous design that explores the relationships and bonds between her people, the land, and the animals.

Board Motion: *"Approve the selection of artistic works for the terminal reconstruction project as follows: "Herring Catch" by Rachael Juzeler, $42,800; "Formline Design Wall Mural" by Alison Marks, $20,000; "Wooden Carving" by Robert Mills, $35,000; and "Southeast Scenery Etched Glass" by Crystal Worl, $50,000, and forward to the Assembly for review."*

# Construction Estimate, Centennial Hall Renovation
## City and Borough of Juneau, 6-25-19

## CENTENNIAL HALL BUILDING COMPONENTS (DRAFT JULY 1, 2019)

| Item # | Construction Element | Quanity | U/M | Unit Price | Estimate | Comment |
|---|---|---|---|---|---|---|
| | | | | | | |
| 1 | **Mechanical and Electrical System Mods** | | | | | |
| | Replace air-source heating pump units | 1 | Allowance | 200,000.00 | 200,000.00 | Replace four existing primary units, serving extg spaces |
| | Ducting modifications and extensions | 1 | Allowance | 150,000.00 | 150,000.00 | building-wide, refurbishment at existing portions |
| | General power and panel upgrades | 1 | Allowance | 200,000.00 | 200,000.00 | building-wide |
| | New data backbone, WIFI | 1 | Allowance | 75,000.00 | 75,000.00 | building-wide |
| | Building controls, automation | 1 | Allowance | 200,000.00 | 200,000.00 | building-wide |
| | Admin, supervision, support, profit | | | | 346,500.00 | GC's mark-up of 22%, Fee of 10%, Contingency 10% |
| | **Construction Cost Subtotal** | | | | **$1,171,500.00** | |
| | | | Running Total | | 1,171,500.00 | $1,641,000 with 40% Total Project Cost multiplier |
| | | | | | | |
| 2 | **Major reno, ballroom upgrades** | | | | | Floors, oper walls, acoustic panels, finishes, lighting |
| | New Flooring | 12700 | SF | 10.00 | 127,000.00 | |
| | Repair Existing Operable Wall | 1 | Allowance | 100,000.00 | 100,000.00 | |
| | Acousical Panels | 1 | Allowance | 50,000.00 | 50,000.00 | Combination of custom reflecting and absorbing panels |
| | Finishes | 12700 | SF | 12.00 | 152,400.00 | |
| | Lighting | 1 | Allowance | 250,000.00 | 250,000.00 | Includes theatre lighting and house lighting component, controls |
| | New A/V package | 1 | Allowance | 350,000.00 | 350,000.00 | |
| | ME&P | 12700 | SF | 12.00 | 152,400.00 | Sprinkler heads, ducting, diffuser mods |
| | Admin, supervision, support, profit | | | | 496,356.00 | GC's mark-up of 22%, Fee of 10%, Contingency 10% |
| | **Construction Cost Subtotal** | | | | **$1,678,156.00** | |
| | | | Running Total | | 2,849,656.00 | $3,990,000 with 40% Total Project Cost multiplier |
| | | | | | | |
| 3 | **New Construction, foyer expansion, entry** | | | | | New ftgs, slab, roof, doors, hardware, floor and ceiling |
| | Excavation and removal | 510 | CY | 25.00 | 12,750.00 | existing soil, walks, paving at areas of new expansion |
| | New Structural Fill placement | 510 | CY | 40.00 | 20,400.00 | shot rock structural fill over geotech fabric |
| | Site/Civil | 2,450 | SF | 7.00 | 17,150.00 | |
| | Foundation | 2,450 | SF | 35.00 | 85,750.00 | |
| | Exterior Wall Envelope | 675 | SF | 45.00 | 30,375.00 | |
| | Glazed Curtain Walls | 400 | SF | 95.00 | 38,000.00 | |
| | Roofing Assembly | 2,450 | SF | 30.00 | 73,500.00 | |
| | Interior Build Out | 2,450 | SF | 60.00 | 147,000.00 | |
| | ME&P | 2,450 | SF | 45.00 | 110,250.00 | |
| | New A/V package | 1 | Allowance | 20,000.00 | 20,000.00 | New A/V package |

**Construction Estimate, Centennial Hall Renovation**
**City and Borough of Juneau, 6-25-19**

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|---|---|---|---|---|---|---|
| | Admin, supervision, support, profit | | | | 233,173.50 | GC's mark-up of 22%, Fee of 10%, Contingency 10% |
| | **Construction Cost Subtotal** | | | | **$788,348.50** | |
| | | | Running Total | | 3,638,004.50 | $5,093,000 with 40% Total Project Cost multiplier |
| | | | | | | |
| 4 | **Major reno, foyer extg portions** | | | | | Demo, new finishes, ceiling grid, ducting |
| | Demo Existing Interior | 2870 | SF | 18.00 | 51,660.00 | |
| | Demo Existing Exterior Wall Assembly | 4300 | SF | 5.00 | 21,500.00 | |
| | Interior Build Out | 2870 | SF | 60.00 | 172,200.00 | |
| | ME&P | 2870 | SF | 35.00 | 100,450.00 | |
| | New A/V package | 1 | Allowance | 20,000.00 | 20,000.00 | New A/V package |
| | Admin, supervision, support, profit | | | | 153,640.20 | GC's mark-up of 22%, Fee of 10%, Contingency 10% |
| | **Construction Cost Subtotal** | | | | **$519,450.20** | |
| | | | Running Total | | 4,157,454.70 | $5,820,000 with 40% Total Project Cost multiplier |
| | | | | | | |
| 5 | **Major renovation, north-west break-out rms** | | | | | Demo, new partitions, finishes, ceilings, lighting, ducting |
| | Excavation and removal | 320 | CY | 25.00 | 8,000.00 | existing soil, walks, paving at areas of new expansion |
| | New Structural Fill placement | 320 | CY | 40.00 | 12,800.00 | shot rock structural fill over geotech fabric |
| | Dewatering | 1 | Allowance | 1,000.00 | 1,000.00 | |
| | Site/Civil | 475 | SF | 25.00 | 11,875.00 | |
| | Foundation | 475 | SF | 55.00 | 26,125.00 | |
| | Demo Existing Exterior Wall Assembly | 1,040 | SF | 8.00 | 8,320.00 | |
| | Demo Existing Interior Walls | 1340 | SF | 18.00 | 24,120.00 | |
| | Exterior Wall Envelope | 1,900 | SF | 45.00 | 85,500.00 | |
| | Roofing Assembly | 475 | SF | 35.00 | 16,625.00 | |
| | Interior Build Out | 475 | SF | 120.00 | 57,000.00 | At new portions |
| | ME&P | 475 | SF | 70.00 | 33,250.00 | At new portions |
| | Interior Build Out | 1340 | SF | 80.00 | 107,200.00 | At reno portions |
| | ME&P | 1340 | SF | 35.00 | 46,900.00 | At reno portions |
| | New A/V package | 1 | Allowance | 35,000.00 | 35,000.00 | |
| | Admin, supervision, support, profit | | | | 198,960.30 | GC's mark-up of 22%, Fee of 10%, Contingency 10% |
| | **Construction Cost Subtotal** | | | | **$672,675.30** | |
| | | | Running Total | | 4,830,130.00 | $6,765,000 with 40% Total Project Cost multiplier |
| | | | | | | |
| 6 | **Major renovation,west corridor, bus.center** | | | | | Demo, new walls, doors, finishes, ceilings, lighting, ducting |
| | Temp Barriers and Protections | 1 | LS | 5,000.00 | 5,000.00 | |
| | Demo Entry and Exterior Wall, Meeting Room | 1 | LS | 15,000.00 | 15,000.00 | |
| | Demo Ramp | 1 | LS | 7,500.00 | 7,500.00 | |
| | Demo Existing | 1540 | SF | 18.00 | 27,720.00 | |

## Construction Estimate, Centennial Hall Renovation
## City and Borough of Juneau, 6-25-19

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|---|---|---|---|---|---|---|---|
| | Interior Build Out | 1540 | SF | 60.00 | 92,400.00 | | |
| | Exterior Wall Envelope | 1530 | SF | 45.00 | 68,850.00 | | |
| | Glazed Curtain Walls | 1530 | SF | 95.00 | 145,350.00 | | |
| | Roofing Assembly | 1540 | SF | 30.00 | 46,200.00 | | |
| | ME&P | 1540 | SF | 35.00 | 53,900.00 | | |
| | Admin, supervision, support, profit | | | | 194,006.40 | | GC's mark-up of 22%, Fee of 10%, Contingency 10% |
| | **Construction Cost Subtotal** | | | | **$655,926.40** | | |
| | | | Running Total | | 5,486,056.40 | | $7,680,000 with 40% Total Project Cost multiplier |
| | | | | | | | |
| 7 | **New Construction, Conf, Hospit, RR, Office** | | | | | | New ftgs, slab, roof, services, finishes, A/V, plumbing |
| | Excavation and removal | 350 | CY | 25.00 | 8,750.00 | | existing soil, walks, paving at areas of new expansion |
| | New Structural Fill placement | 350 | CY | 40.00 | 14,000.00 | | shot rock structural fill over geotech fabric |
| | Dewatering | 1 | Allowance | 2,000.00 | 2,000.00 | | |
| | Site/Civil | 1,400 | SF | 7.00 | 9,800.00 | | |
| | Foundation | 1,400 | SF | 35.00 | 49,000.00 | | |
| | Exterior Wall Envelope | 1,850 | SF | 45.00 | 83,250.00 | | |
| | Glazed Curtain Walls | 480 | SF | 95.00 | 45,600.00 | | |
| | Roofing Assembly | 1,400 | SF | 30.00 | 42,000.00 | | |
| | Interior Build Out | 1,400 | SF | 75.00 | 105,000.00 | | |
| | ME&P | 1,400 | SF | 50.00 | 70,000.00 | | |
| | New A/V package | 1 | Allowance | 25,555.00 | 25,000.00 | | New A/V package |
| | Admin, supervision, support, profit | | | | 190,848.00 | | GC's mark-up of 22%, Fee of 10%, Contingency 10% |
| | **Construction Cost Subtotal** | | | | **$645,248.00** | | |
| | | | Running Total | | 6,131,304.40 | | $8,585,000 with 40% Total Project Cost multiplier |
| | | | | | | | |
| 8 | **New Construction, Large meeting room** | | | | | | New ftgs, slab, roof, services, finishes, oper. partition, A/V |
| | Excavation and removal | 370 | CY | 25.00 | 9,250.00 | | existing soil, walks, paving at areas of new expansion |
| | New Structural Fill placement | 370 | CY | 40.00 | 14,800.00 | | shot rock structural fill over geotech fabric |
| | Dewatering | 1 | Allowance | 2,000.00 | 2,000.00 | | |
| | Site/Civil | 1,975 | SF | 7.00 | 13,825.00 | | |
| | Foundation | 1,975 | SF | 35.00 | 69,125.00 | | |
| | Exterior Wall Envelope | 1,200 | SF | 45.00 | 54,000.00 | | |
| | Glazed Curtain Walls | 1,200 | SF | 95.00 | 114,000.00 | | |
| | Roofing Assembly | 1,975 | SF | 30.00 | 59,250.00 | | |
| | Interior Build Out | 1,975 | SF | 60.00 | 118,500.00 | | |
| | ME&P | 1,975 | SF | 45.00 | 88,875.00 | | |
| | New A/V package | 1 | Allowance | 50,000.00 | 50,000.00 | | New A/V package |

**Construction Estimate, Centennial Hall Renovation**
**City and Borough of Juneau, 6-25-19**

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|---|---|---|---|---|---|---|
| | Admin, supervision, support, profit | | | | 249,322.50 | GC's mark-up of 22%, Fee of 10%, Contingency 10% |
| | **Construction Cost Subtotal** | | | | **$842,947.50** | |
| | | | Running Total | | 6,974,251.90 | $9,764,000 with 40% Total Project Cost multiplier |
| | | | | | | |
| 9 | **New Construction, Office perimeter** | | | | | New ftgs, slab, roof, services, finishes, glazing |
| | Site/Civil | 280 | SF | 25.00 | 7,000.00 | |
| | Foundation | 280 | SF | 55.00 | 15,400.00 | |
| | Demo Existing Exterior Wall Assembly | 2,700 | SF | 8.00 | 21,600.00 | |
| | Exterior Wall Envelope | 1,792 | SF | 45.00 | 80,640.00 | |
| | Glazed Curtain Walls | 912 | SF | 95.00 | 86,640.00 | |
| | Roofing Assembly | 280 | SF | 35.00 | 9,800.00 | |
| | Interior Build Out | 280 | SF | 120.00 | 33,600.00 | |
| | ME&P | 280 | SF | 70.00 | 19,600.00 | |
| | Admin, supervision, support, profit | | | | 115,197.60 | GC's mark-up of 22%, Fee of 10%, Contingency 10% |
| | **Construction Cost Subtotal** | | | | **$389,477.60** | |
| | | | Running Total | | 7,363,729.50 | $10,310,000 with 40% Total Project Cost multiplier |
| | | | | | | |
| 10 | **New Construction, SE Entry, Offices, Gift Shop** | | | | | New ftgs, slab, roof, doors, hardware, glazing |
| | Site/Civil | 90 | SF | 35.00 | 3,150.00 | |
| | Foundation | 90 | SF | 75.00 | 6,750.00 | |
| | Demo Existing Walls and Glazing | 1745 | SF | 20.00 | 34,900.00 | |
| | Exterior Wall Envelope | 1,000 | SF | 45.00 | 45,000.00 | |
| | Glazed Curtain Walls | 480 | SF | 95.00 | 45,600.00 | |
| | Roof skylight element, E entry | 1 | LS | 100,000.00 | 100,000.00 | Glazed roof element, 16' x 50', $125 sf |
| | Interior Build Out | 1300 | SF | 90.00 | 117,000.00 | |
| | ME&P | 1300 | SF | 50.00 | 65,000.00 | |
| | Roofing Assembly | 90 | SF | 35.00 | 3,150.00 | |
| | Interior Build Out | 90 | SF | 120.00 | 10,800.00 | |
| | ME&P | 90 | SF | 70.00 | 6,300.00 | |
| | Admin, supervision, support, profit | | | | 183,813.00 | GC's mark-up of 22%, Fee of 10%, Contingency 10% |
| | **Construction Cost Subtotal** | | | | **$621,463.00** | |
| | | | Running Total | | 7,985,192.50 | $11,180,000 with 40% Total Project Cost multiplier |
| | | | | | | |
| 11 | **Existing Exterior Wall Upgrades** | | | | | |
| | Walls: rigid insulation, metal siding | 14950 | SF | 50.00 | 747,500.00 | Focus on extg walls to remain, Willoughby Ave, NW, high ballroom |
| | Penthouses at roof | 1400 | SF | 75.00 | 105,000.00 | Modifications of extg penthouses, new structure, roof, walls |
| | Admin, supervision, support, profit | | | | 358,050.00 | GC's mark-up of 22%, Fee of 10%, Contingency 10% |
| | **Construction Cost Subtotal** | | | | **$1,210,550.00** | |

# Construction Estimate, Centennial Hall Renovation

## City and Borough of Juneau, 6-25-19

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|---|---|---|---|---|---|---|---|
| | | | Running Total | | 9,195,742.50 | | $12,875,000 with 40% Total Project Cost multiplier |
| | | | | | | | |
| 12 | **New Construction, Green rm, rr, storage** | | | | | | New ftgs, slab, roof, doors, hardware, plumbing |
| | Excavation and removal | 215 | CY | 25.00 | 5,375.00 | | existing soil, walks, paving at areas of new expansion |
| | New Structural Fill placement | 215 | CY | 40.00 | 8,600.00 | | shot rock structural fill over geotech fabric |
| | Dewatering | 1 | Allowance | 1,000.00 | 1,000.00 | | |
| | Sewer, water connections to dressing | 1 | allowance | 20,000.00 | 20,000.00 | | |
| | Site/Civil | 2,215 | SF | 7.00 | 15,505.00 | | |
| | Foundation | 2,215 | SF | 35.00 | 77,525.00 | | |
| | Exterior Wall Enevelope | 3,100 | SF | 45.00 | 139,500.00 | | |
| | Roofing Assembly | 2,215 | SF | 30.00 | 66,450.00 | | |
| | Interior Build Out | 2,215 | SF | 70.00 | 155,050.00 | | |
| | ME&P | 2,215 | SF | 45.00 | 99,675.00 | | |
| | Admin, supervision, support, profit | | | | 247,245.60 | | GC's mark-up of 22%, Fee of 10%, Contingency 10% |
| | **Construction Cost Subtotal** | | | | **$835,925.60** | | |
| | | | Running Total | | 10,031,668.10 | | $14,045,000 with 40% Total Project Cost multiplier |
| | | | | | | | |
| 13 | **Major reno, traps, kitch, stor, coat, RR** | | | | | | New walls, finishes, ceilings, lighting, ducting, doors, rr plumbing |
| | Demo Existing | 1170 | SF | 20.00 | 23,400.00 | | |
| | Interior Build Out | 1170 | SF | 85.00 | 99,450.00 | | |
| | New doors and hardware, vestibules | 1 | Allowance | 30,000.00 | 30,000.00 | | |
| | ME&P | 1170 | SF | 40.00 | 46,800.00 | | |
| | Kitchen Hood Replacement | 1 | Allowance | 30,000.00 | 30,000.00 | | existing kitchen system replaced, better efficiency |
| | General LED lighting conversion, extg rms | 1 | Allowance | 50,000.00 | 50,000.00 | | misc. kitchen, storage rooms, hallways not otherwise modified |
| | Admin, supervision, support, profit | | | | 117,453.00 | | GC's mark-up of 22%, Fee of 10%, Contingency 10% |
| | **Construction Cost Subtotal** | | | | **$397,103.00** | | |
| | | | Running Total | | 10,428,771.10 | | |
| | | | | | | | |
| | **Total Project Cost (40% multiplier on construction cost total)** | | | | **$14,600,000.00** | | Reflects design, administration, furnishings, contingency |

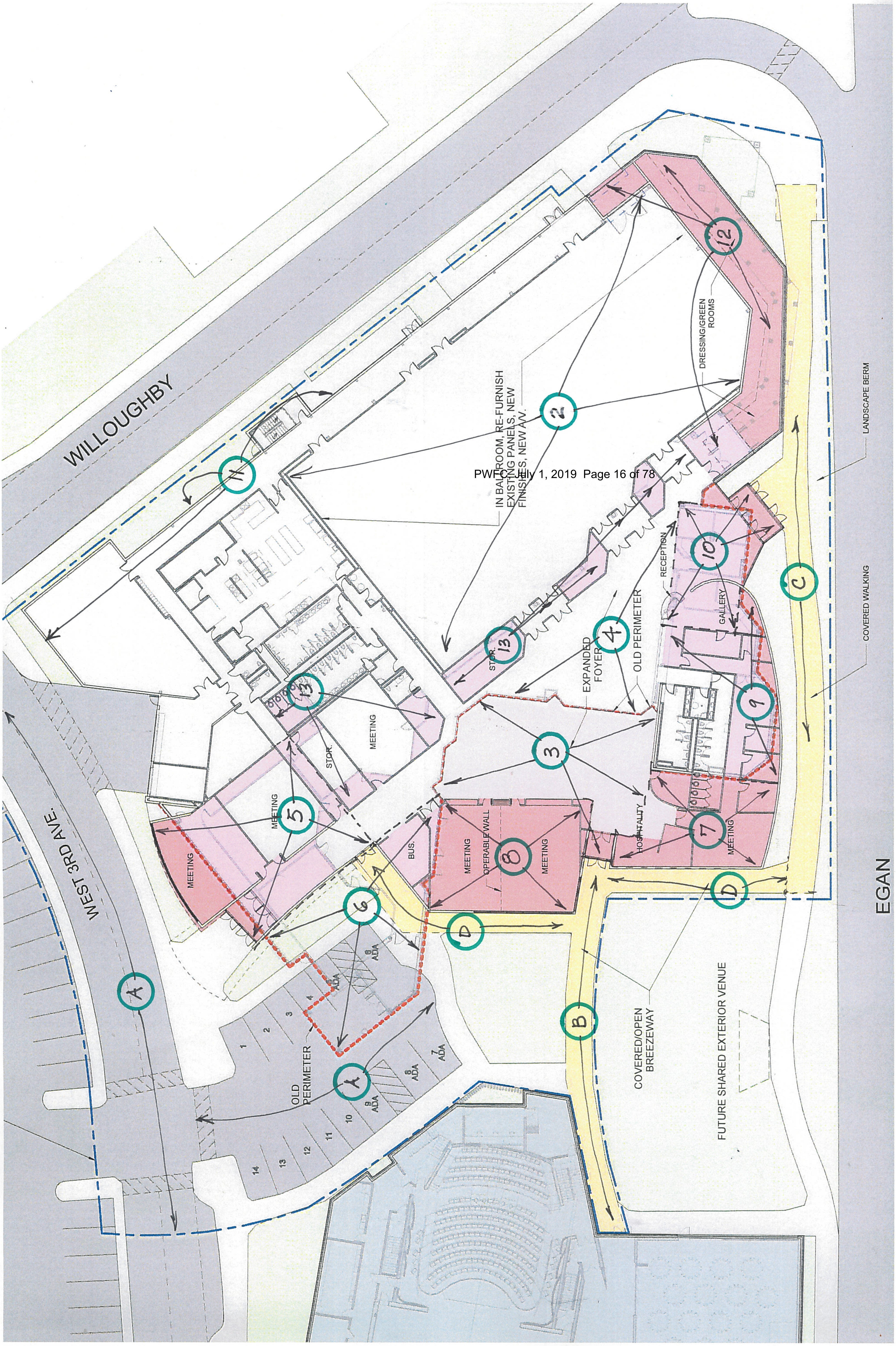
# Construction Estimate, Centennial Hall Renovation
## City and Borough of Juneau, 6-25-19

## SITE AND CIVIL CONSTRUCTION ELEMENTS

| Item # | Construction Element | Quanity | U/M | Unit Price | Estimate | Comment |
|---|---|---|---|---|---|---|
| | | | | | | |
| A | **West 3rd Avenue Portion, Parking Lot for 14** | | | | | curbs, gutter, 4' walk, 7' walk, 3" asphalt, 24' roadway |
| | Misc Demo | 17,000 | SF | 1.50 | 25,500.00 | existing asphalt, walkways and misc along 3rd Ave |
| | Base Course for Asphalt and Walkways | 18,500 | SF | 2.00 | 37,000.00 | |
| | Curb and Gutter | 675 | LF | 40.00 | 27,000.00 | |
| | Sidewalks | 600 | SY | 100.00 | 60,000.00 | |
| | Asphalt | 240 | Tons | 195.00 | 46,800.00 | |
| | Pavement Markings | 1 | Allowance | 5,000.00 | 5,000.00 | |
| | Misc Signage | 1 | Allowance | 2,500.00 | 2,500.00 | |
| | Electrical | 1 | Allowance | 20,000.00 | 20,000.00 | Street lighting, parking lot lighting |
| | Admin, supervision, support, profit | | | | 93,996.00 | GC's mark-up of 22%, Fee of 10%, Contingency 10% |
| | **Construction Cost Subtotal** | | | | **$317,796.00** | |
| | | | Running Total | | 317,796.00 | $445,000 with 40% Total Project Cost multiplier |
| | | | | | | |
| B | **Covered Canopy, Centennial to JACC** | | | | | 10' fin walkway, 12' shed roof structure, glass wind break W side |
| | Canopy and Foundation | 1872 | SF | 150.00 | 280,800.00 | |
| | Walkway | 175 | SY | 100.00 | 17,500.00 | |
| | Glass Windbreak | 1250 | SF | 55.00 | 68,750.00 | |
| | Electrical | 1 | Allowance | 10,000.00 | 10,000.00 | |
| | Admin, supervision, support, profit | | | | 158,361.00 | GC's mark-up of 22%, Fee of 10%, Contingency 10% |
| | **Construction Cost Subtotal** | | | | **$535,411.00** | |
| | | | Running Total | | 853,207.00 | $1,195,000 with 40% Total Project Cost multiplier |
| | | | | | | |
| C | **Covered canopy, Egan Drive along Centenn.** | | | | | 8' fin walkway, 10' shed roof structure |
| | Canopy and Foundation | 2400 | SF | 150.00 | 360,000.00 | |
| | Walkway | 215 | SY | 100.00 | 21,500.00 | |
| | Electrical | 1 | Allowance | 10,000.00 | 10,000.00 | |
| | Landscaping, Egan frontage | 2,600 | SF | 8.00 | 20,800.00 | raised berm along walkway canopy, Egan/Willoughby crossing |
| | Admin, supervision, support, profit | | | | 173,166.00 | GC's mark-up of 22%, Fee of 10%, Contingency 10% |
| | **Construction Cost Subtotal** | | | | **$585,466.00** | |
| | | | Running Total | | 1,438,673.00 | $2,015,000 with 40% Total Project Cost multiplier |
| | | | | | | |
| D | **Covered canopy, S portions along Centenn.** | | | | | 8' fin walkway, 10' shed roof structure |
| | Canopy and Foundation | 1400 | SF | 150.00 | 210,000.00 | |
| | Walkway | 125 | SY | 100.00 | 12,500.00 | |

**Construction Estimate, Centennial Hall Renovation**
**City and Borough of Juneau, 6-25-19**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | Electrical | 1 | Allowance | 10,000.00 | 10,000.00 | | |
| | Landscaping, south Centennial frontage | 2,700 | SF | 5.00 | 13,500.00 | | landscape exterior to lg mtg room, new extended entry foyer |
| | Admin, supervision, support, profit | | | | 103,320.00 | | GC's mark-up of 22%, Fee of 10%, Contingency 10% |
| | **Construction Cost Subtotal** | | | | **$349,320.00** | | |
| | | | Running Total | | 1,787,993.00 | | |
| | | | | | | | |
| | **Total Project Cost (40% multiplier on construction cost total)** | | | | **$2,503,190.20** | | Reflects design, administration, furnishings, contingency |


WILLOUGHBY
WEST 3RD AVE.
EGAN
IN BALLROOM, RE-FURNISH EXISTING PANELS, NEW FINISHES, NEW A/V.
DRESSING/GREEN ROOMS
LANDSCAPE BERM
COVERED WALKING
RECEPTION
GALLERY
OLD PERIMETER
EXPANDED FOYER
STOR.
MEETING
HOSPITALITY
OPERABLE WALL
BUS.
COVERED/OPEN BREEZEWAY
FUTURE SHARED EXTERIOR VENUE
ADA
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A
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C
D

CITY AND BOROUGH OF JUNEAU
ALASKA'S CAPITAL CITY

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

DATE: July 1, 2019

TO: Michelle Hale, Chair
Public Works and Facilities Committee

FROM: Mike Vigue, Director
Engineering & Public Works

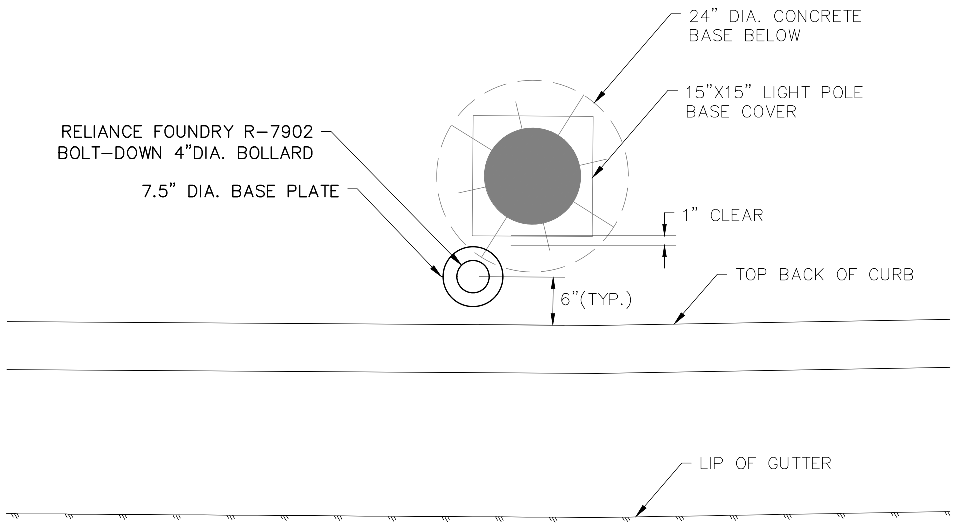
SUBJECT: Pedestrian Stanchion Pilot on South Franklin

CBJ staff, along with TBMP, have been working on a pedestrian stanchion project to help alleviate the issue of pedestrians walking in the roadway along S. Franklin Street during the busy summer season. In mid-July, a CBJ contractor will be installing pedestrian stanchions along a short section of South Franklin Street from Manila Square to 365 South Franklin Street as a pilot program. The goal of this pilot program is to improve pedestrian safety and vehicle flow through the South Franklin corridor by restricting pedestrians from crossing the street outside of marked crosswalks. If successful, the stanchions may be extended along both sides of South Franklin Street from Manila Square to the Trove Building in a future pedestrian corridor improvement project.

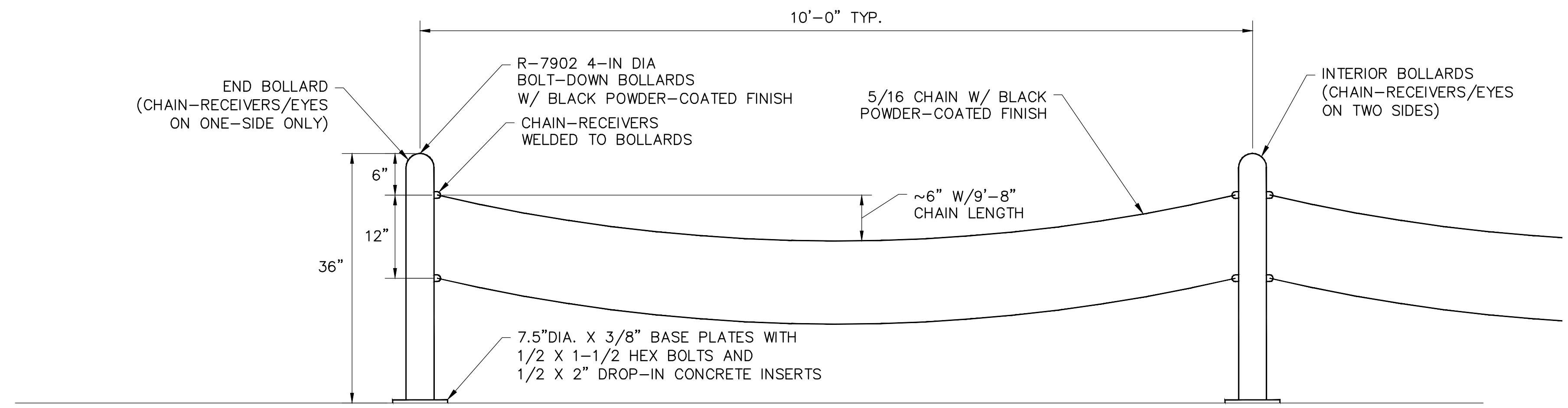
The stanchions will be installed on a seasonal basis only. They will be removed at the end of the tourists season (around October 1), and be re-installed for the next season around May 15. The chains will have quick release clasps to allow them to be temporarily removed to allow access for garbage cans, etc. CBJ staff obtained a Special Use Permit for the work from ADOT since this section of South Franklin Street is their ROW.

The cost of the stanchions and their installation for this season is $25,297.00 and will be paid for using MPFs. Following the recently agreed upon MOA, staff consulted with CLIAA who did not object to the use of fees to fund the improvements.

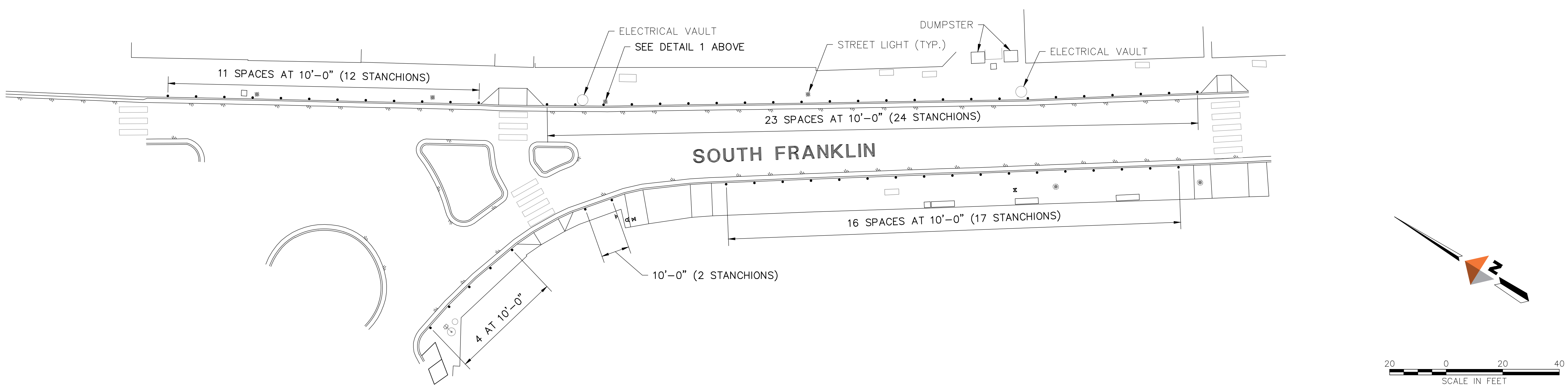
Drawings showing the type of stanchions installed and their placement are included in the meeting packet.




1 BOLLARD / LIGHT POLE CLEARANCE BLOWUP
NTS




2 ELEVATION VIEW
NTS




STATE OF ALASKA
49th
Tobias A. Lockhart
No.CE12602
REGISTERED PROFESSIONAL ENGINEER

DOWL

PLANS DEVELOPED BY:
DOWL
5368 COMMERCIAL BOULEVARD
JUNEAU, ALASKA 99801
907-780-3533
AECL848

Consulting Engineers • Land Surveyors • Construction Administration

| JOB No. J71037.01 | DRAWN BY: STAFF | DESIGNED BY: STAFF | CHECKED BY: STAFF | DATE: APRIL 2019 |
|---|---|---|---|---|

CITY/BOROUGH OF JUNEAU
ALASKA'S CAPITAL CITY
DEPARTMENT OF ENGINEERING

DOWNTOWN STREET IMPROVEMENTS - PHASE IIIA
CONTRACT NO. BE19-112

SOUTH FRANKLIN STANCHIONS

SHEET NO.
01 of 01

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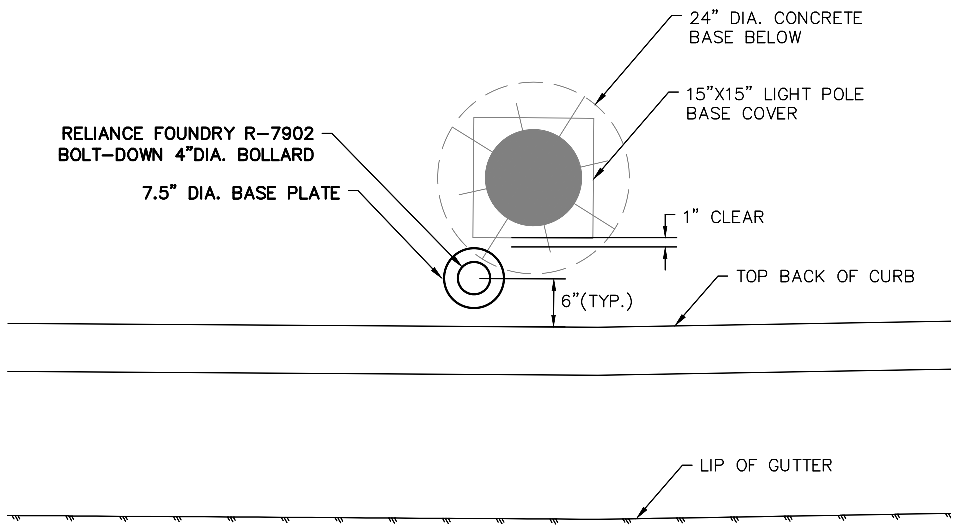


1 BOLLARD / LIGHT POLE CLEARANCE BLOWUP
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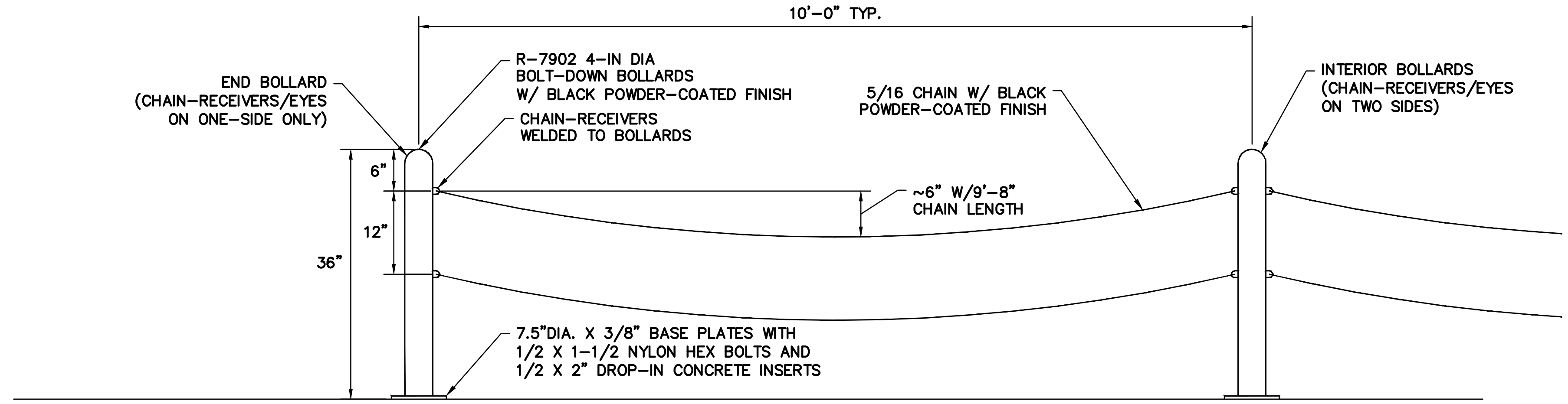
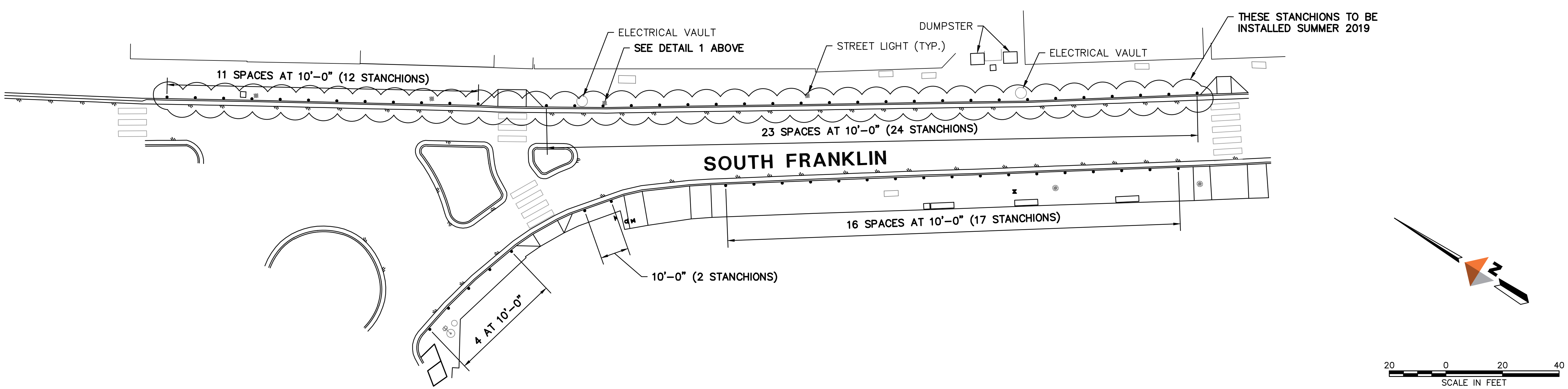



2 ELEVATION VIEW
NTS




PLANS DEVELOPED BY:
DOWL
5368 COMMERCIAL BOULEVARD
JUNEAU, ALASKA 99801
907-780-3533
AECL848

DOWL

Consulting Engineers • Land Surveyors • Construction Administration

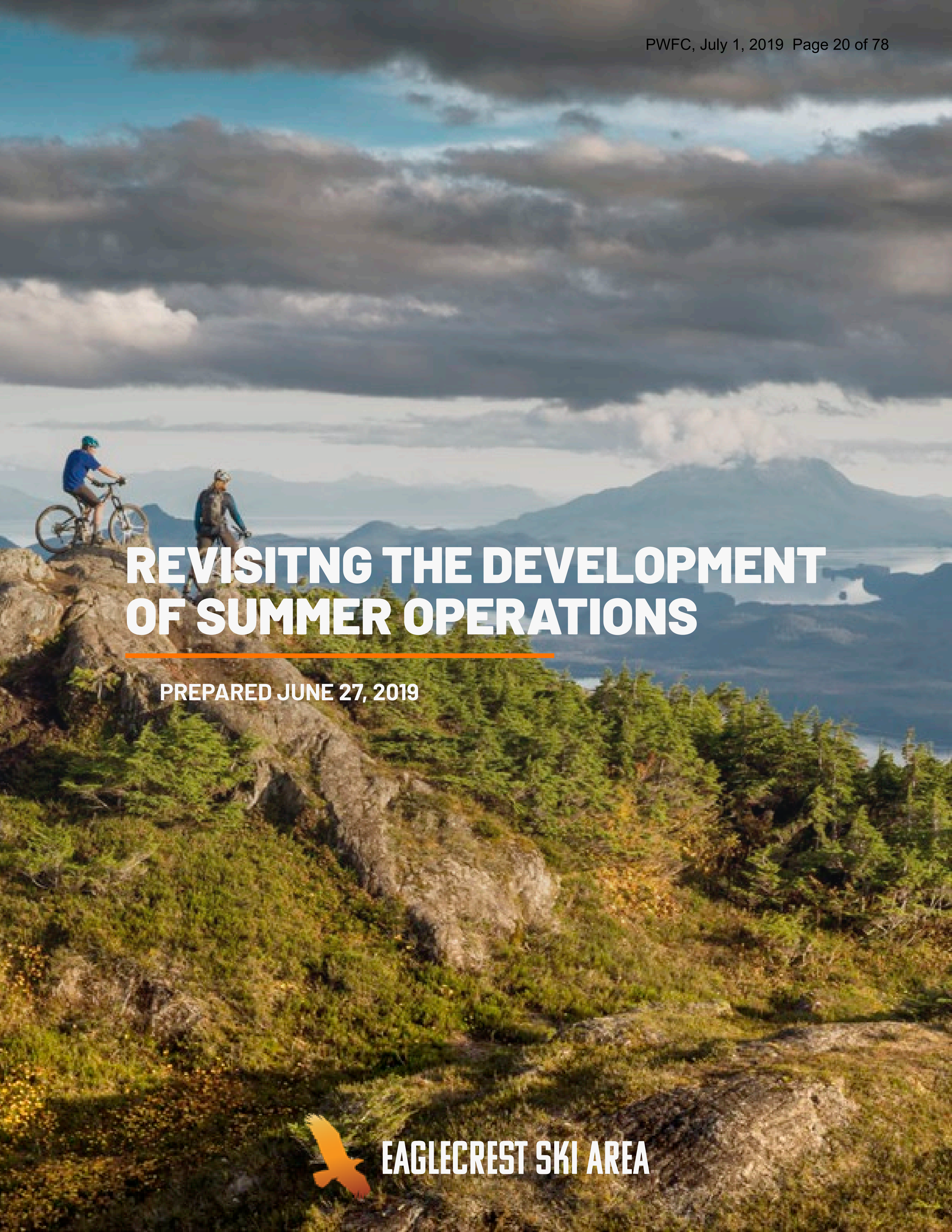
| JOB No. J71037.01 | DRAWN BY: STAFF | DESIGNED BY: STAFF | CHECKED BY: STAFF | DATE: MAY 2019 |
|---|---|---|---|---|

CITY/BOROUGH OF JUNEAU
ALASKA'S CAPITAL CITY
DEPARTMENT OF ENGINEERING

DOWNTOWN STREET IMPROVEMENTS - PHASE IIIA
CONTRACT NO. BE19-112

SOUTH FRANKLIN STANCHIONS

SHEET NO.
01 of 01



# REVISITNG THE DEVELOPMENT OF SUMMER OPERATIONS

PREPARED JUNE 27, 2019

EAGLECREST SKI AREA

# TABLE OF CONTENTS

# EXECUTIVE SUMMARY

The City & Borough of Juneau Assembly gave Eaglecrest's Board of Directors and staff and their blessing to revisit the idea of developing commercial summer operations. We are in the preliminary stages and will be pursuing the idea in an effort to ensure the long-term operation, maintenance, and financial sustainability of Eaglecrest.

Ski areas throughout the industry, small and large, have increasingly turned to summer revenue streams in order to thrive year-round and mitigate challenging winters' financial impact. Eaglecrest did make some steps to increase summer visitation in the mid-1980s. Since those plans were put on hold, the landscapes of Eaglecrest Ski Area and Juneau's summer tourism have changed dramatically.

We see two general scenarios moving forward. The first is the status quo attempt to operate and maintain the ski area in the historical manner. The second is to pivot towards a model that leverages revenue streams from Juneau's summer tourist visitation.

Before analyzing summer operations, it's important to plainly address Eaglecrest's status quo. Eaglecrest operates on a 70% cost recovery model with annual expenses exceeding winter revenues. The budget is balanced through an annual city subsidy. We are thankful for the support so we can continue offering world-class skiing, snowboarding, and youth programming to the residents of Southeast Alaska.

Although the status quo has been sustainable, it is our fiduciary responsibility to the residents of Juneau to consider all options to reduce or eliminate the city subsidy. State and local budgets are being stressed, and our region is in the midst of a five-year winter climate trend characterized by low snowfall and erratic temperature swings.

Eaglecrest can mitigate these challenging winter weather conditions through snowmaking and still deliver a reliable product. Yet, ski area operating costs are on the rise nationwide, and doing business in Southeast Alaska adds another layer.

Continued >

# EXECUTIVE SUMMARY

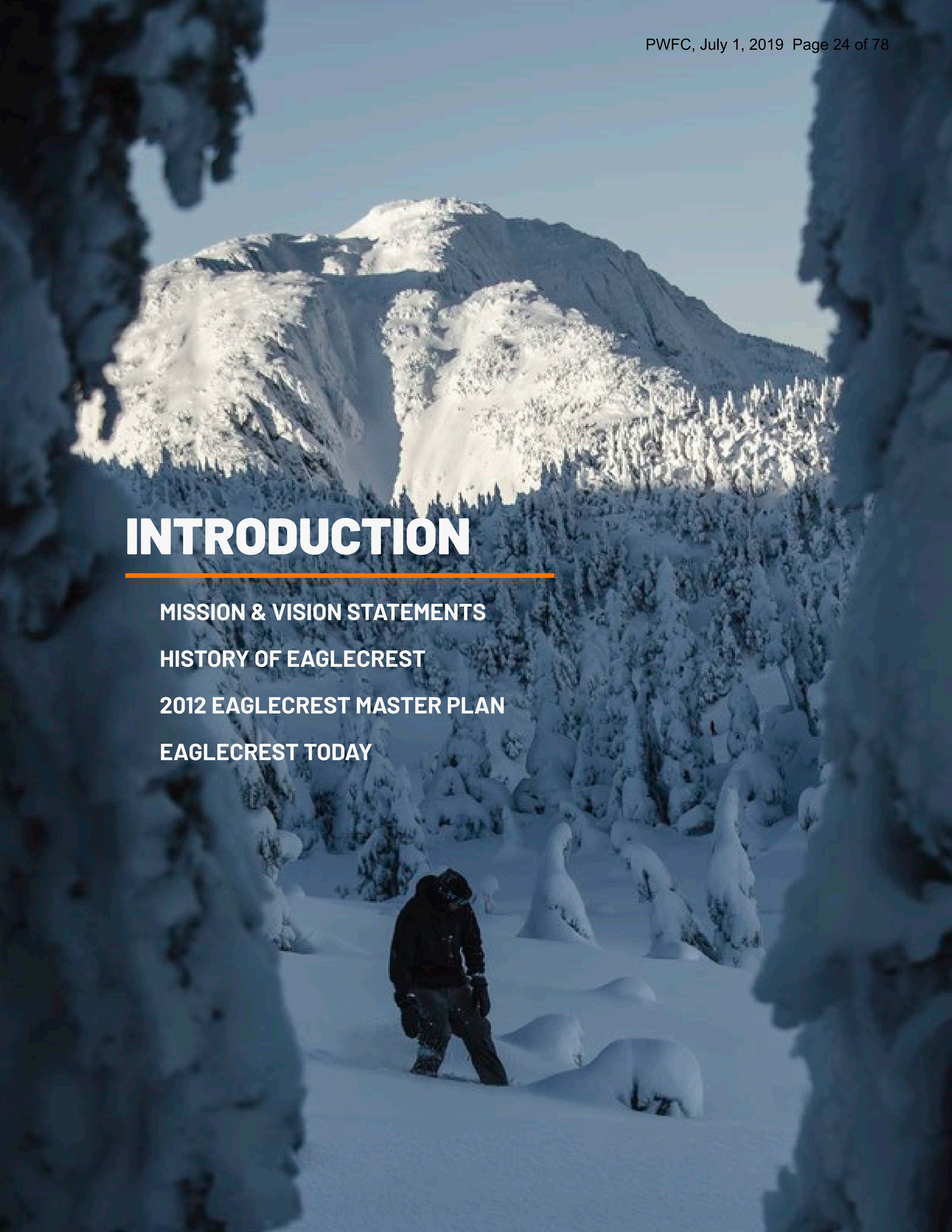
Ptarmigan Chairlift is going into its 45th winter of service at Eaglecrest, which is approaching the end of its service lifecycle. Summer operations revenue is the best way for Eaglecrest to finance future capital improvement projects.

Building on Eaglecrest's 2012 Master Plan, recent economic studies, and ski industry trends, we have developed an ambitious proof of concept for a well-rounded suite of summer recreational offerings. This primarily includes a new passenger gondola to effectively replace Ptarmigan, as well as a mountain coaster, ropes course, climbing wall, hiking and biking trail improvements, and other activities for locals and visitors of all ages and interests.

The visitor industry is one of Alaska's few growing economic sectors, and it's especially evident right here in Juneau. The cruise ships are visiting more frequently, and they're carrying more passengers. Southeast Conference estimates a 17% increase from 2018 (1,165,000 visitors) to 2019 (1,361,400 visitors), and the growth projects to continue with ships and with independent travelers.

After preliminary consultations with tourism and ski industry representatives, it is clear that Eaglecrest is in a remarkable position to capitalize on summer operations. Conservative visitation estimates suggest that over time Eaglecrest could become financially independent from the city with profits reinvested to make winter operations even more affordable for locals.

As our community looks to balance the impacts of tourism's growth, we believe developing summer operations at Eaglecrest is a solution for Juneau to grow responsibly and alleviate capacity concerns. Furthermore, the numerous indirect economic benefits of making Eaglecrest a year-round recreation destination would help our community flourish.



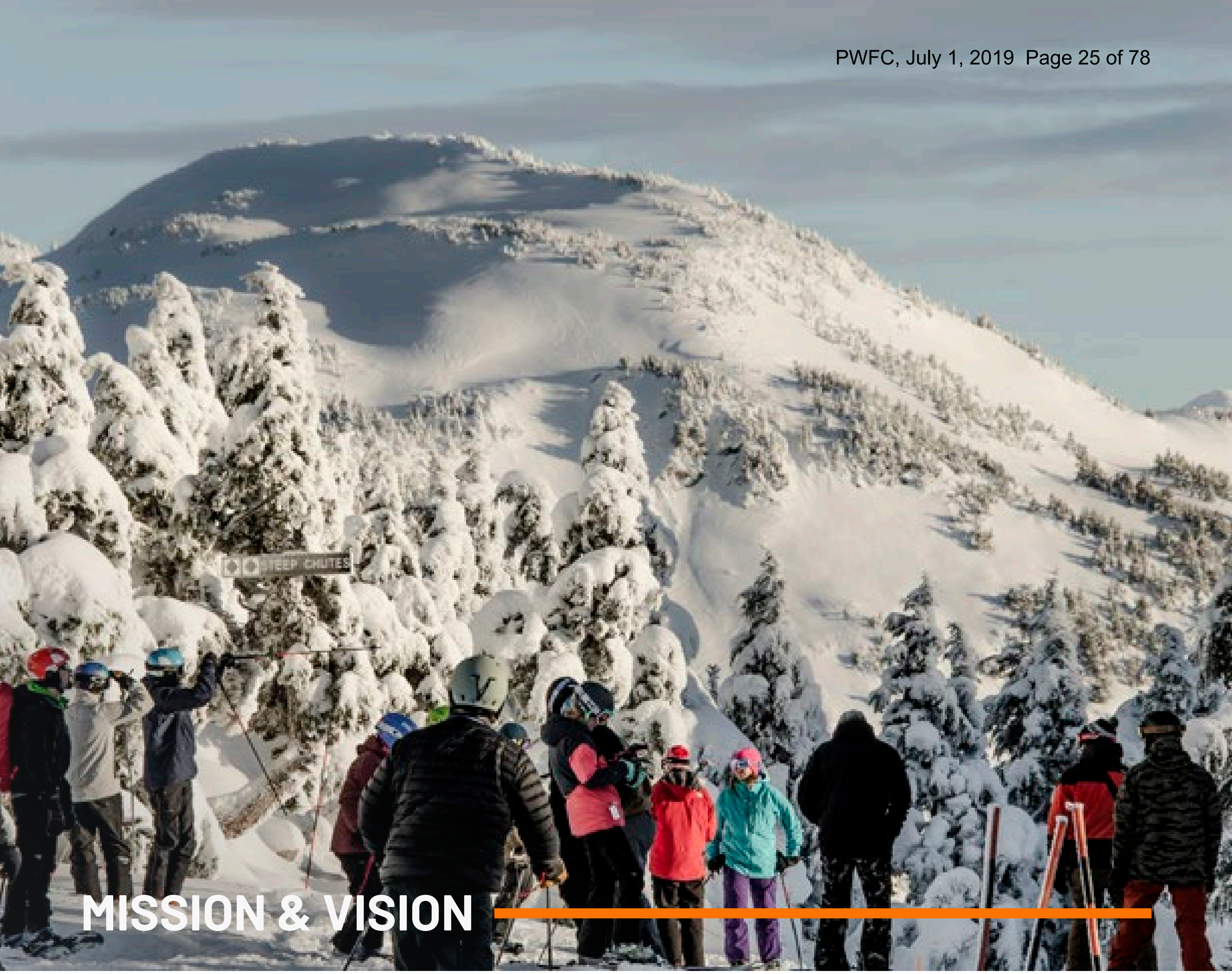
# INTRODUCTION

## MISSION & VISION STATEMENTS

## HISTORY OF EAGLECREST

## 2012 EAGLECREST MASTER PLAN

## EAGLECREST TODAY




# MISSION & VISION

The following statements were defined through the 2008 Eaglecrest Ski Area Strategic Plan:

## MISSION STATEMENT

Eaglecrest Ski Area is a community-owned winter recreation area and a year-round destination for outdoor recreation and education, providing a wide range of affordable non-motorized winter and summer outdoor recreational activities.

## VISION STATEMENT

By 2010, Eaglecrest Ski Area will be a broadly supported, year-round recreation center with appropriate infrastructure for both public and commercial use.

# HISTORY OF EAGLECREST

## 1930s

In 1932 a rope tow was installed on Sandy Smith's mining claim in the Upper Perseverance Trail area. The following year the Civilian Conservation Corp (CCC) built the Dan Moller Ski Trail and a rope tow was installed. The Juneau-Douglas Bridge was constructed in 1935.

## 1940s & 1950s

Additional rope tows and warming cabins were constructed in various locations along the Dan Moller Ski Trail. The need for road access to a ski area was recognized.

## 1960s

Planning began for a new ski area with support from the United States Forest Service. Originally efforts focused on the Steep Creek area near the Mendenhall Glacier. Funding was approved for a road and Bob Janes, Sr. and Craig Lindh were assigned to look at options.


# HISTORY OF EAGLECREST

## 1970s

Through the combined efforts of the Juneau Ski Club, Juneau Ski Patrol, US Forest Service, and the City & Bureau of Juneau (CBJ), a road was built up the Fish Creek Valley using congressional appropriation of federal highway dollars. The CBJ selected Eaglecrest's land under the Statehood Act, and the Forest Service designated it as a recreation area.

Once the road was completed, circa 1975, the Forest Service advertised for a private concessionaire to construct and operate a ski area. However, there was no private sector interest. Dedicated community members came together to salvage the idea, and voters passed a bond issue for Eaglecrest to be constructed, owned, and operated by the city. For the first five years the CBJ Parks & Recreation managed Eaglecrest, but this proved difficult because of the ski area's specialized needs.

## 1980s

An Advisory Board was created within Parks & Recreation, and a consultant produced a master plan, examined management alternatives, and ultimately recommended that the ski area be operated as an independently governed municipal enterprise. Following this analysis, voters approved the formation of a board operated ski area. In 1981, the CBJ Assembly passed an ordinance establishing the Eaglecrest Board of Directors.

The CBJ experienced budget difficulties due to a rapid decline in state funding due to the fall of oil prices. One of the recommendations at the time was to end the ski area's subsidy. In 1986 a Request for Proposal (RFP) was issued for a private concessionaire operate the ski area. There were no responses to the RFP.

In 1987, the CBJ Assembly debated whether the ski area should be an Enterprise Fund, similar to the Airport and Docks & Harbors, or a Special Revenue Fund, similar to Capital Transit and Augustus Brown Swimming Pool. After lengthy discussion, the ski area was designated as a Special Revenue Fund.

## 1990s

In 1999, the Mayor's Fiscal Task Force mentioned ski area privatization as a consideration for balancing the city budget. The CBJ Assembly did not act on this recommendation, but the Eaglecrest Board discussed the proposal in detail. Findings are documented in the 2003 Strategic Plan. The analysis concluded that Eaglecrest should remain a Special Revenue Fund.

# HISTORY OF EAGLECREST

## 2000s

After a poor snow year in 2002-03, the decision was made to offer season pass refunds, which created a significant deficit in Eaglecrest's Fund Balance Reserve. After ten years, the deficit was quelled in 2014 resulting from consecutive years with high snowfall and increases to Eaglecrest's CBJ General Fund subsidy.

In 2003, Eaglecrest developed a Strategic Plan, which was later updated in 2008. It outlined Eaglecrest's Mission & Vision Statements.

A larger cafeteria seating area and a remodeled kitchen facility was completed in 2004. These improvements were, in part, responsible for increased food service revenues and customer satisfaction.

Voters approved a 2005 sales tax proposition that would fund the construction of the Black Bear Chairlift, among other local projects. In addition to sales tax revenues, construction of the mid-mountain lift required a $100,000 match from other sources.

In 2007, Eaglecrest's Board of Directors and Management began fundraising for the construction of Black Bear Chairlift, Porcupine Chairlift, and the Summer Road. The campaign totaled $225,000, and Eaglecrest was also awarded a $700,000 grant from the Rasmussen Foundation.

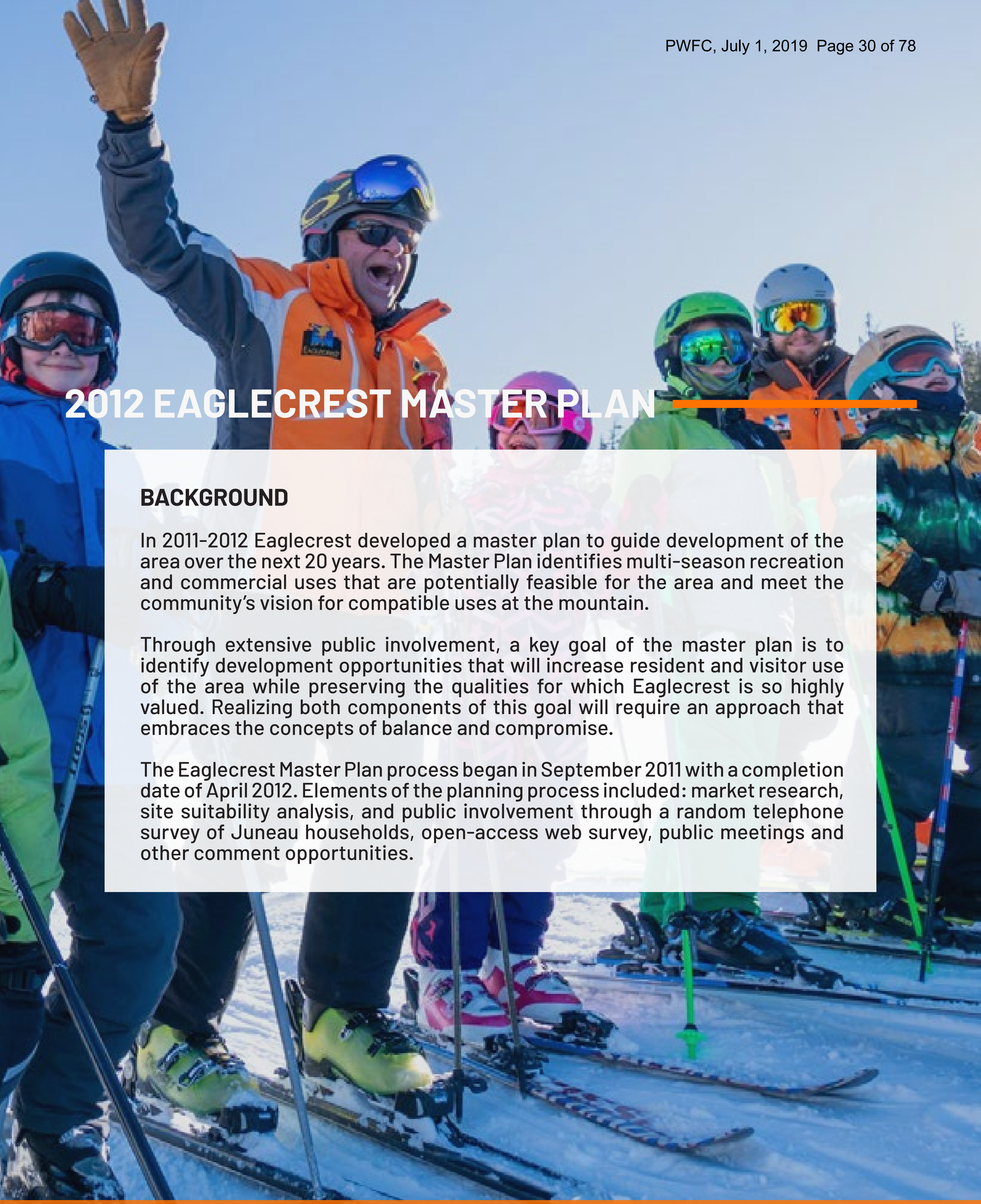
# HISTORY OF EAGLECREST

## 2010s

The planning process continued in 2012 when the Eaglecrest Board of Directors hired the SE Group to develop a new comprehensive Master Plan to guide the next stage of development at the mountain. Since then many of the projects identified in the 2012 Master Plan have been achieved including the construction of the Porcupine Lodge & Learning Center, expansion of snowmaking infrastructure, construction of our first Wilderness Cabin, authorization for Beer and Wine Sales and installation of the Black Bear and Porcupine Chair lifts.

Eaglecrest entered concessionaire agreements with two summer commercial tour operators. The first is a zip line excursion on the mountain. This company also rents the Porcupine Lodge for its base facility. The second is a bicycle tour that originates in the Eaglecrest Parking Lot. As part of this concessionaire agreement we allow use of the Fish Creek Lodge's restroom facilities.

The Porcupine Lodge was completed for the 2014-15 winter season to serve as the Eaglecrest Learning Center. The service areas are designed for Eaglecrest's Base Operations and Snow Sports School to run efficiently. The building is 8,656 square feet and was constructed at a cost of $2.7 million, provided through a CBJ ballot measure.



# 2012 EAGLECREST MASTER PLAN

## BACKGROUND

In 2011-2012 Eaglecrest developed a master plan to guide development of the area over the next 20 years. The Master Plan identifies multi-season recreation and commercial uses that are potentially feasible for the area and meet the community's vision for compatible uses at the mountain.

Through extensive public involvement, a key goal of the master plan is to identify development opportunities that will increase resident and visitor use of the area while preserving the qualities for which Eaglecrest is so highly valued. Realizing both components of this goal will require an approach that embraces the concepts of balance and compromise.

The Eaglecrest Master Plan process began in September 2011 with a completion date of April 2012. Elements of the planning process included: market research, site suitability analysis, and public involvement through a random telephone survey of Juneau households, open-access web survey, public meetings and other comment opportunities.

# 2012 EAGLECREST MASTER PLAN

## KEY FINDINGS

Eaglecrest is first and foremost a winter recreation area, managed to provide affordable skiing and snowboarding opportunities for the residents of Juneau. All proposals to develop additional facilities and activities must be considered in terms of potential impacts on Eaglecrest's core mission statement. Accordingly, no project should be undertaken that places at risk Eaglecrest's long-term sustainability.

- - -

With a 70% cost recovery rate, Eaglecrest is uniquely successful among publically owned and operated recreational facilities in terms of revenue generation. Acknowledging 70% cost recovery as Eaglecrest's policy and operational goal, and securing broad support for that goal, would provide a measure of longer term funding stability that is needed to plan for Eaglecrest's future. This would provide opportunities for future capital investment to make the area an even more valuable community asset.

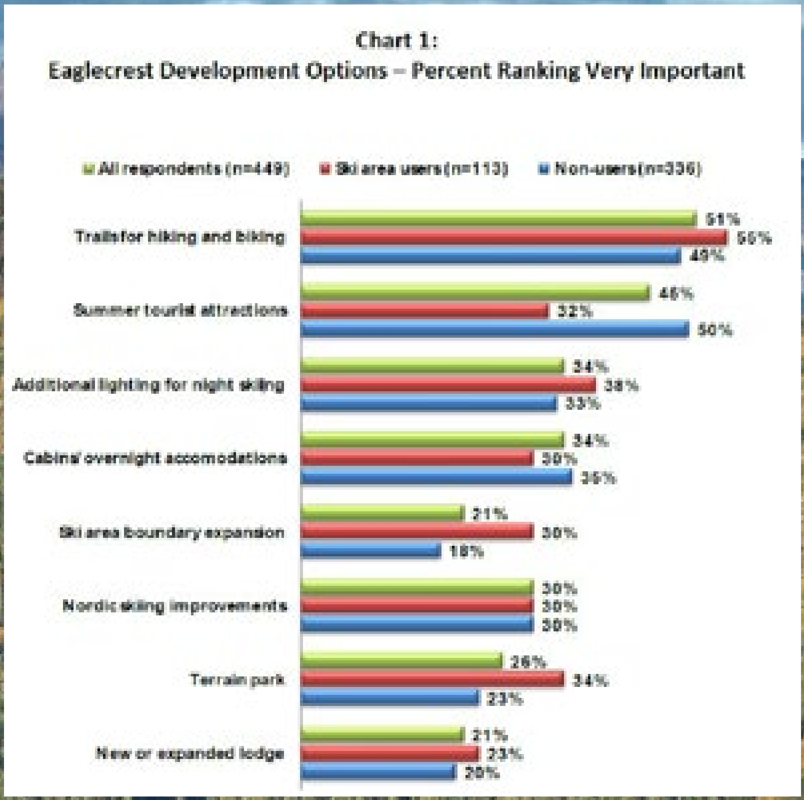
- - -

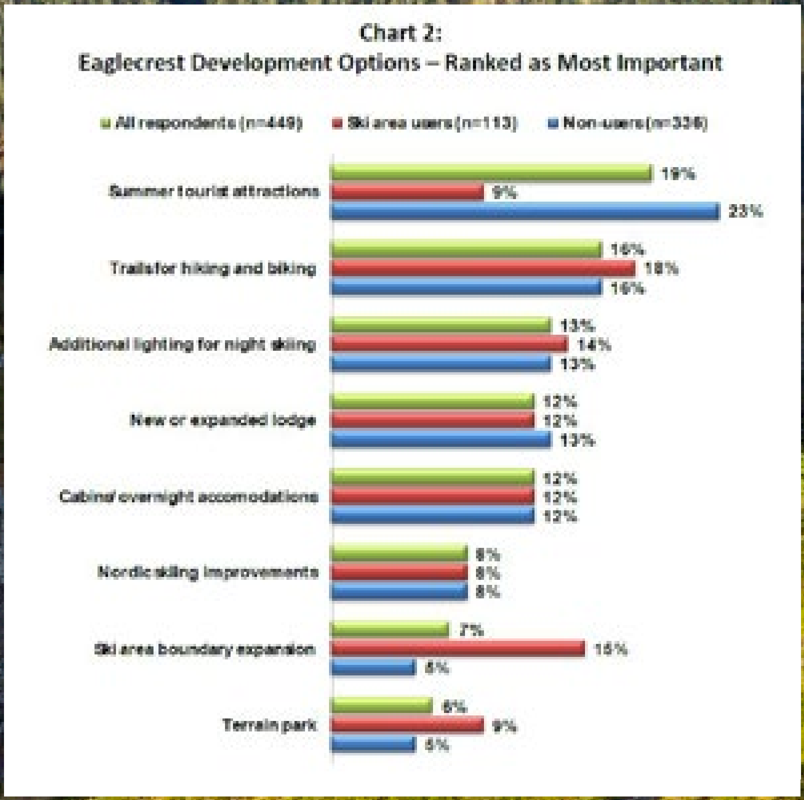
As a publically supported facility, Eaglecrest cannot ignore the opinions and perceptions of the community as a whole, including nonskiers. Survey research conducted for this master plan revealed sometimes divergent perspectives and priorities among Eaglecrest users and non-users. Decisions about ski area development and management can certainly focus on the needs of its core users, but cannot be made in isolation of the wishes of residents who don't ski or snowboard, but help pay the bills with their taxes.

- - -

The development options described in this master plan must be considered within the context of specific objectives. The projects that would best enhance year-round community use of Eaglecrest may not be the same as those that enhance summer revenue generation. Similarly, projects that enhance winter season operations may do nothing to enhance year-round use. In an environment of limited financial resources, the Board of Director's challenge will be to first prioritize objectives, then prioritize projects that address those objectives.

# 2012 EAGLECREST MASTER PLAN



# EAGLECREST TODAY

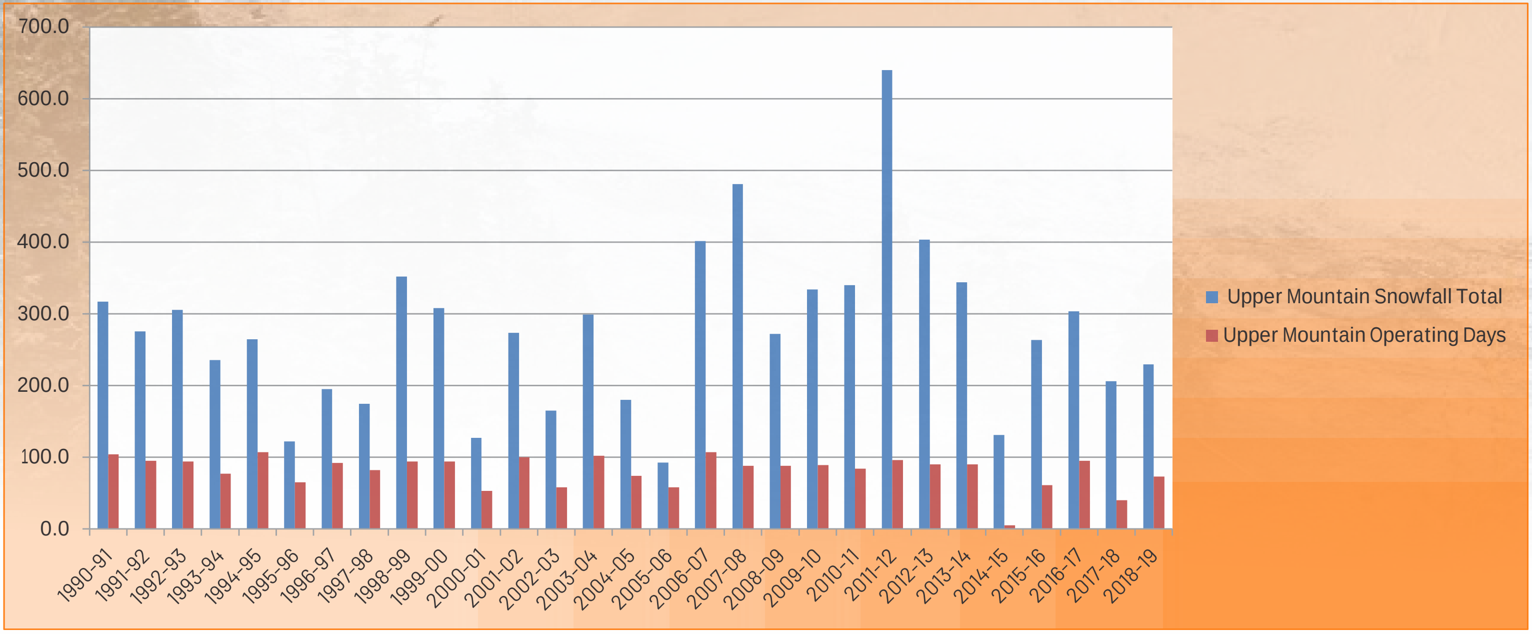
## CLIMATE VULNERABILTY

At the time of the Master Plan, Eaglecrest was enjoying record high revenue and snowfall totals. Since the plan's completion in April 2012, the winters have been less bountiful and ski area's usership and revenues have declined accordingly.

Eaglecrest has a history of erratic winters and snowfall totals, and the past five years have been highlighted by particularly challenging weather conditions. The graph below charts upper mountain snowfall and operating days from 1990-2019.

Over the past five years Eaglecrest has averaged 227" of snow and 55 operating days, a stark comparison to the previous five year averages of 412" and 90 days. It is important to note that Eaglecrest has endured similar rough patches in the past, averaging 202" of snow and 78 operating days over a five year period from 2001-2006, and 198" and 84 days from 1993-1998.

However, not reflected in the graph below are the current weather pattern's unique characteristics: dramatic swings in temperature and sustained rain events. These affect the ability to hold snow on the lower mountain, and, in turn, lead to fewer operating days.



# EAGLECREST TODAY

## IMPORTANCE OF SNOWMAKING

Eaglecrest is prioritizing snowmaking as a way to mitigate climate challenges and deliver a reliable winter product. As snowfall averages have declined in recent years, so have sustained cold snap periods with the low temperature and humidity levels necessary for efficient snowmaking.

Because the weather windows of opportunity are getting shorter, maximizing snowmaking production is incredibly important. In the past two years the snow gun fleet has grown from four to 20, and there is now a pump house and water pipeline to facilitate snowmaking in higher elevations. Additional summer projects will re-condition trail surface and drainage areas to preserve snowpack and significantly reduce the required snowmaking hours to fill in problematic terrain.

Befitting of Southeast Alaska's prevailing weather pattern, winter 2018-19 was marked by low natural snowfall (229") and an unseasonably warm March. However, thanks to expanded snowmaking efforts Eaglecrest skiers and snowboarders enjoyed 73 operating days on the upper mountain.

Eaglecrest skiers and snowboarders witnessed how snowmaking fortifies their winter season, and creates an entirely new level of confidence in being able to have a full season of ski lift operations despite the prevailing weather pattern.

Good Snow Quality | Poor Snow Quality | No Snowmaking

| Temp (F) \ Humidity | 10% | 15% | 20% | 25% | 30% | 35% | 40% | 45% | 50% | 55% | 60% | 65% | 70% | 75% | 80% | 85% | 90% | 95% | 100% |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 20 | 14 | 14 | 14 | 15 | 15 | 15 | 16 | 16 | 16 | 17 | 17 | 18 | 18 | 18 | 19 | 19 | 19 | 20 | 20 |
| 21 | 14 | 15 | 15 | 16 | 16 | 16 | 17 | 17 | 17 | 18 | 18 | 18 | 19 | 19 | 19 | 20 | 20 | 21 | 21 |
| 22 | 15 | 16 | 16 | 16 | 17 | 17 | 17 | 18 | 18 | 19 | 19 | 19 | 20 | 20 | 20 | 21 | 21 | 22 | 22 |
| 23 | 16 | 16 | 17 | 17 | 18 | 18 | 18 | 19 | 19 | 19 | 20 | 20 | 21 | 21 | 21 | 22 | 22 | 22 | 23 |
| 24 | 17 | 17 | 18 | 18 | 18 | 19 | 19 | 20 | 20 | 20 | 21 | 21 | 22 | 22 | 22 | 23 | 23 | 23 | 24 |
| 25 | 18 | 18 | 18 | 19 | 19 | 20 | 20 | 20 | 21 | 21 | 22 | 22 | 22 | 23 | 23 | 24 | 24 | 24 | 25 |
| 26 | 18 | 19 | 19 | 20 | 20 | 20 | 21 | 21 | 22 | 22 | 23 | 23 | 23 | 24 | 24 | 25 | 25 | 25 | 26 |
| 27 | 19 | 19 | 20 | 20 | 21 | 21 | 22 | 22 | 23 | 23 | 23 | 24 | 24 | 25 | 25 | 26 | 26 | 26 | 27 |
| 28 | 20 | 20 | 21 | 21 | 22 | 22 | 23 | 23 | 23 | 24 | 24 | 25 | 25 | 26 | 26 | 27 | 27 | 27 | 28 |
| 29 | 20 | 21 | 21 | 22 | 22 | 23 | 23 | 24 | 24 | 25 | 25 | 26 | 26 | 27 | 27 | 28 | 28 | 28 | 29 |
| 30 | 21 | 22 | 22 | 23 | 23 | 24 | 24 | 25 | 25 | 26 | 26 | 27 | 27 | 28 | 28 | 29 | 29 | 29 | 30 |
| 31 | 22 | 22 | 23 | 23 | 24 | 25 | 25 | 26 | 26 | 27 | 27 | 28 | 28 | 29 | 29 | 29 | 30 | 30 | 31 |
| 32 | 23 | 23 | 24 | 24 | 25 | 25 | 26 | 26 | 27 | 27 | 28 | 28 | 29 | 29 | 30 | 30 | 31 | 31 | 32 |
| 33 | 23 | 24 | 24 | 25 | 26 | 26 | 27 | 27 | 28 | 28 | 29 | 29 | 30 | 30 | 31 | 31 | 32 | 32 | 33 |
| 34 | 24 | 25 | 25 | 26 | 26 | 27 | 27 | 28 | 29 | 29 | 30 | 30 | 31 | 31 | 32 | 32 | 33 | 33 | 34 |
| 35 | 25 | 25 | 26 | 27 | 27 | 28 | 28 | 29 | 29 | 30 | 31 | 31 | 32 | 32 | 33 | 33 | 34 | 34 | 35 |
| 36 | 25 | 26 | 27 | 27 | 28 | 29 | 29 | 30 | 30 | 31 | 31 | 32 | 33 | 33 | 34 | 34 | 35 | 35 | 36 |
| 37 | 26 | 27 | 27 | 28 | 29 | 29 | 30 | 31 | 31 | 32 | 32 | 33 | 34 | 34 | 35 | 35 | 36 | 37 | 37 |
| 38 | 27 | 27 | 28 | 29 | 29 | 30 | 31 | 31 | 32 | 33 | 33 | 34 | 35 | 35 | 36 | 36 | 37 | 38 | 38 |
| 39 | 27 | 28 | 29 | 30 | 30 | 31 | 32 | 32 | 33 | 34 | 34 | 35 | 35 | 36 | 37 | 37 | 38 | 38 | 39 |
| 40 | 28 | 29 | 30 | 30 | 31 | 32 | 32 | 33 | 34 | 34 | 35 | 36 | 36 | 37 | 38 | 38 | 39 | 40 | 40 |

# EAGLECREST TODAY

## FINANCIAL TRENDS: REVENUE

Annual user fees, or season pass products, are Eaglecrest's largest source of revenue. Sales are primarily influenced by the prior winter's total operating days and snowfall.

Eaglecrest's second largest source of revenue are daily user fees, coming in the form of lift tickets, rentals, lessons, and retail sales. The primary influencing factors for these items are the present winter's operating status and snow conditions.

The prevailing climate trend, which is discussed in more detail on page 14, places Eaglecrest in a vulnerable financial position. In recent years the weather has had a negative impact on total snowfall and operating days.

Eaglecrest's current five year average for annual revenue is $1,531,800 (Fiscal Years 2015-2019), compared to the previous five year period's average of $1,869,200 (FY 2010-2014), a difference of $337,400.

Eaglecrest also receives a $700,000 annual subsidy from the CBJ. Over these two five year periods, the subsidy's average has been reduced by $50,000. In total, Eaglecrest is operating with $387,400 less on an average annual basis.

The CBJ's $250,000 annual contribution for Eaglecrest's Capital Improvement Projects fund is not included in this table.

| Previous Five Year Period | Revenue | Expenses | Loss | City Subsidy | Net | Cost Recovery % |
|---|---|---|---|---|---|---|
| FY 2010 | $ 1,661,436 | $ 2,298,074 | $ (636,638) | $ 750,000 | $ 113,362 | 72.30% |
| FY 2011 | $ 1,761,638 | $ 2,402,519 | $ (640,881) | $ 750,000 | $ 109,119 | 73.32% |
| FY 2012 | $ 1,958,429 | $ 2,468,678 | $ (510,249) | $ 750,000 | $ 239,751 | 79.33% |
| FY 2013 | $ 1,976,769 | $ 2,528,769 | $ (552,000) | $ 750,000 | $ 198,000 | 78.17% |
| FY 2014 | $ 1,987,696 | $ 2,597,762 | $ (610,066) | $ 750,000 | $ 139,934 | 76.52% |
| **Average** | **$ 1,869,194** | **$ 2,459,160** | **$ (589,967)** | **$ 750,000** | **$ 160,033** | **75.93%** |

| Current Five Year Period | Revenue | Expenses | Loss | City Subsidy | Net | Cost Recovery % |
|---|---|---|---|---|---|---|
| FY2015 | $ 1,426,177 | $ 2,137,283 | $ (711,106) | $ 712,500 | $ 1,394 | 66.73% |
| FY2016 | $ 1,381,911 | $ 2,037,598 | $ (655,687) | $ 662,500 | $ 6,813 | 67.82% |
| FY2017 | $ 1,791,461 | $ 2,472,364 | $ (680,903) | $ 700,000 | $ 19,097 | 72.46% |
| FY2018 | $ 1,488,396 | $ 2,242,360 | $ (753,964) | $ 700,000 | $ (53,964) | 66.38% |
| FY2019 | $ 1,571,081 | $ 2,266,976 | $ (695,895) | $ 725,000 | $ 29,105 | 69.30% |
| **Average** | **$ 1,531,805** | **$ 2,231,316** | **$ (699,511)** | **$ 700,000** | **$ 489** | **68.54%** |

| Difference | Revenue | Expenses | Loss | City Subsidy | Net | Cost Recovery % |
|---|---|---|---|---|---|---|
| **Current vs Previous** | **$ (337,388)** | **$ (227,844)** | **$ (109,544)** | **$ (50,000)** | **$ (159,544)** | **-7.39%** |

# EAGLECREST TODAY

## FINANCIAL TRENDS: EXPENSES

Over the past five years Eaglecrest has spent $227,844 less on an average annual basis to achieve the 70% cost recovery goal outlined in the 2012 Master Plan. This means reductions to staffing and winter services, as well as less ambitious capital improvement projects.

Eaglecrest's primary revenue streams are entirely dependent on snow, snowmaking is a new top priority. Accordingly, Eaglecrest is re-prioritizing its approach to winter expenses in order to stabilize the budget throughout this five year financial trend.

Although making snow is expensive, reprioritizing snowmaking efforts paid tremendous dividends in Fiscal Year 2019. The increased snowmaking budget fortified the snow surface, which survived inclement weather spells that would have otherwise greatly reduced operating days and revenue. Eaglecrest was able to retain staff, a deliver quality winter product, and is well positioned to sell more season passes next season.

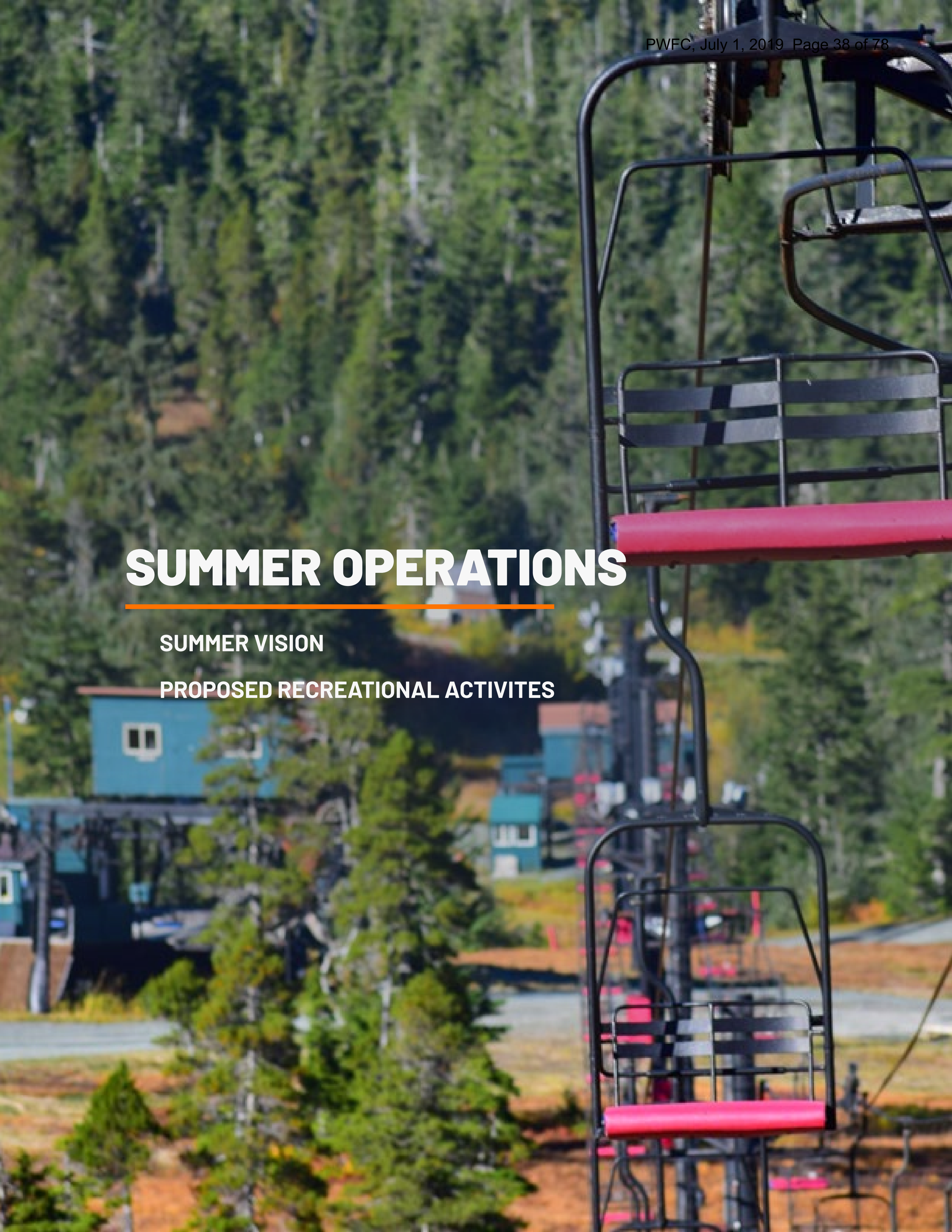
Eaglecrest's financial status quo is reliant on the annual City & Borough of Juneau subsidy and has little budget flexibility. Without the addition of summer revenue, funding future capital improvement projects, like chairlift replacements and further snowmaking expansions, will require ambitious fundraising campaigns or additional CBJ contributions.

# EAGLECREST TODAY

## GROWTH OF SUMMER TOURISM

In 2010, Juneau welcomed 871,000 cruise ship passengers. In 2019, Juneau is estimated to receive 1,325,000 passengers. That is more than a 50% increase in the last decade, and the growth is projected to continue.

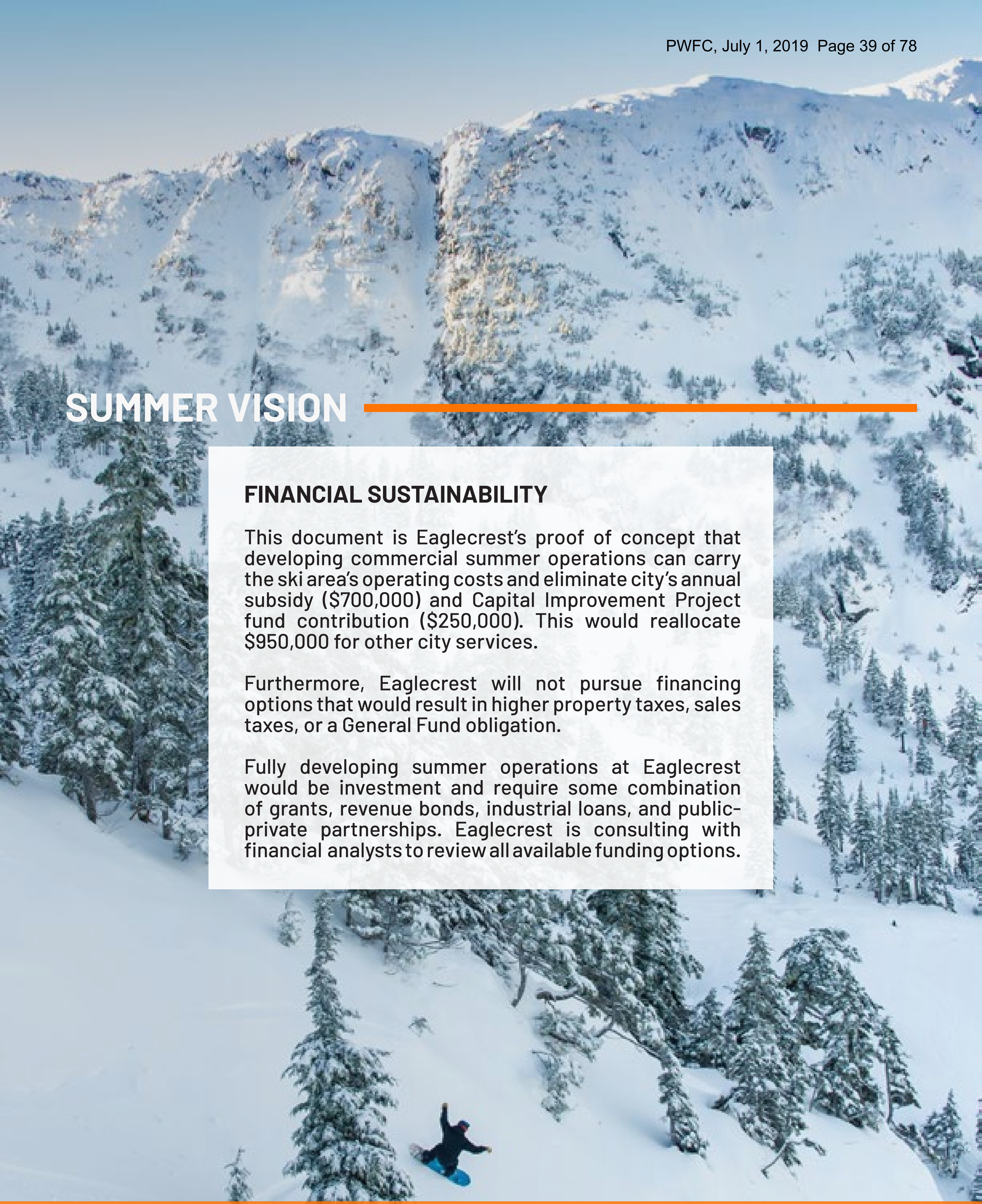
Independent travelers are another growing visitor group. In 2016, Juneau welcomed 78,000 independent travelers, who typically stay in town for more than four days. They also spend more money on average than cruise ship passengers.



# SUMMER OPERATIONS

## SUMMER VISION

## PROPOSED RECREATIONAL ACTIVITES



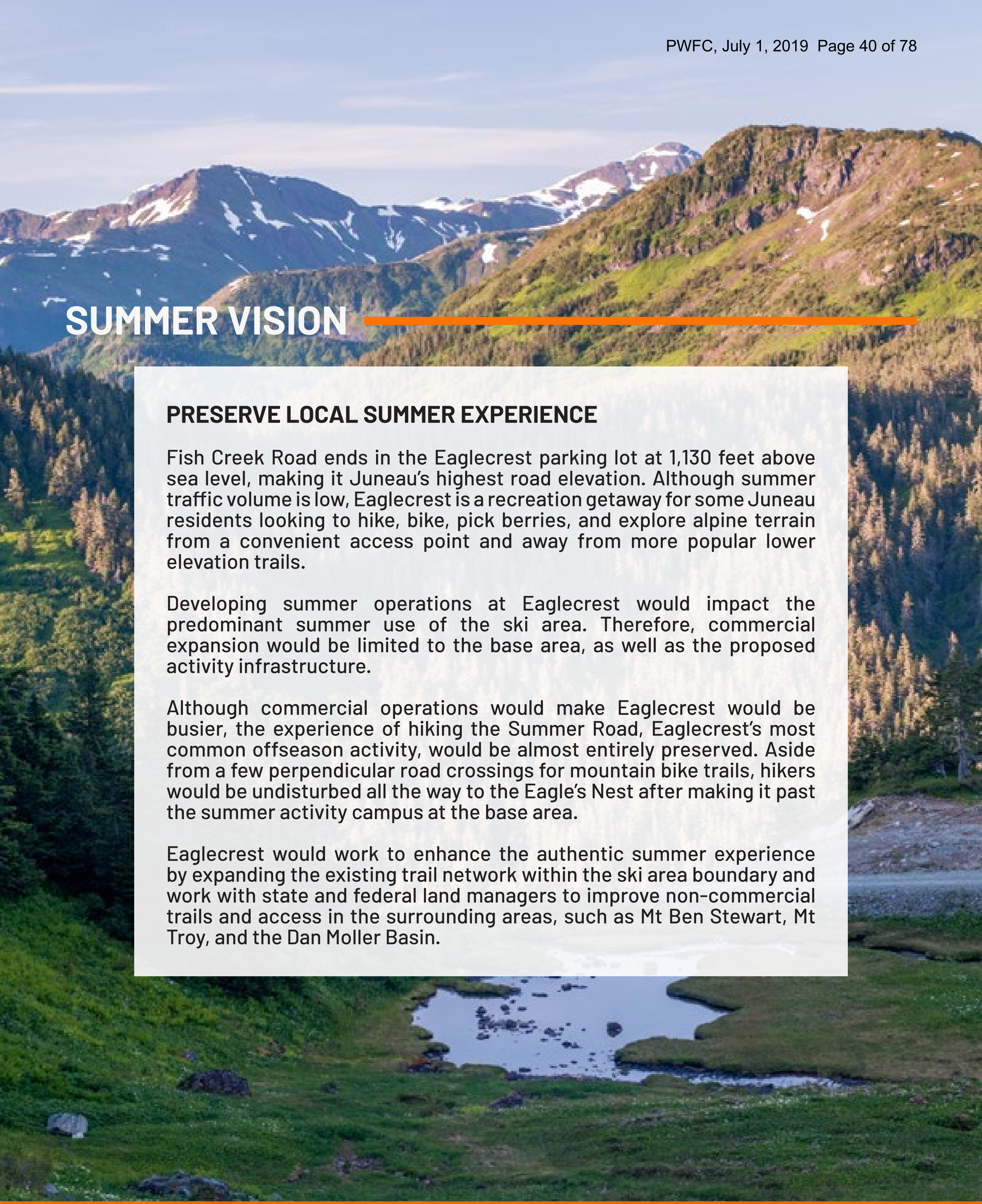
# SUMMER VISION

## FINANCIAL SUSTAINABILITY

This document is Eaglecrest's proof of concept that developing commercial summer operations can carry the ski area's operating costs and eliminate city's annual subsidy ($700,000) and Capital Improvement Project fund contribution ($250,000). This would reallocate $950,000 for other city services.

Furthermore, Eaglecrest will not pursue financing options that would result in higher property taxes, sales taxes, or a General Fund obligation.

Fully developing summer operations at Eaglecrest would be investment and require some combination of grants, revenue bonds, industrial loans, and public-private partnerships. Eaglecrest is consulting with financial analysts to review all available funding options.



# SUMMER VISION

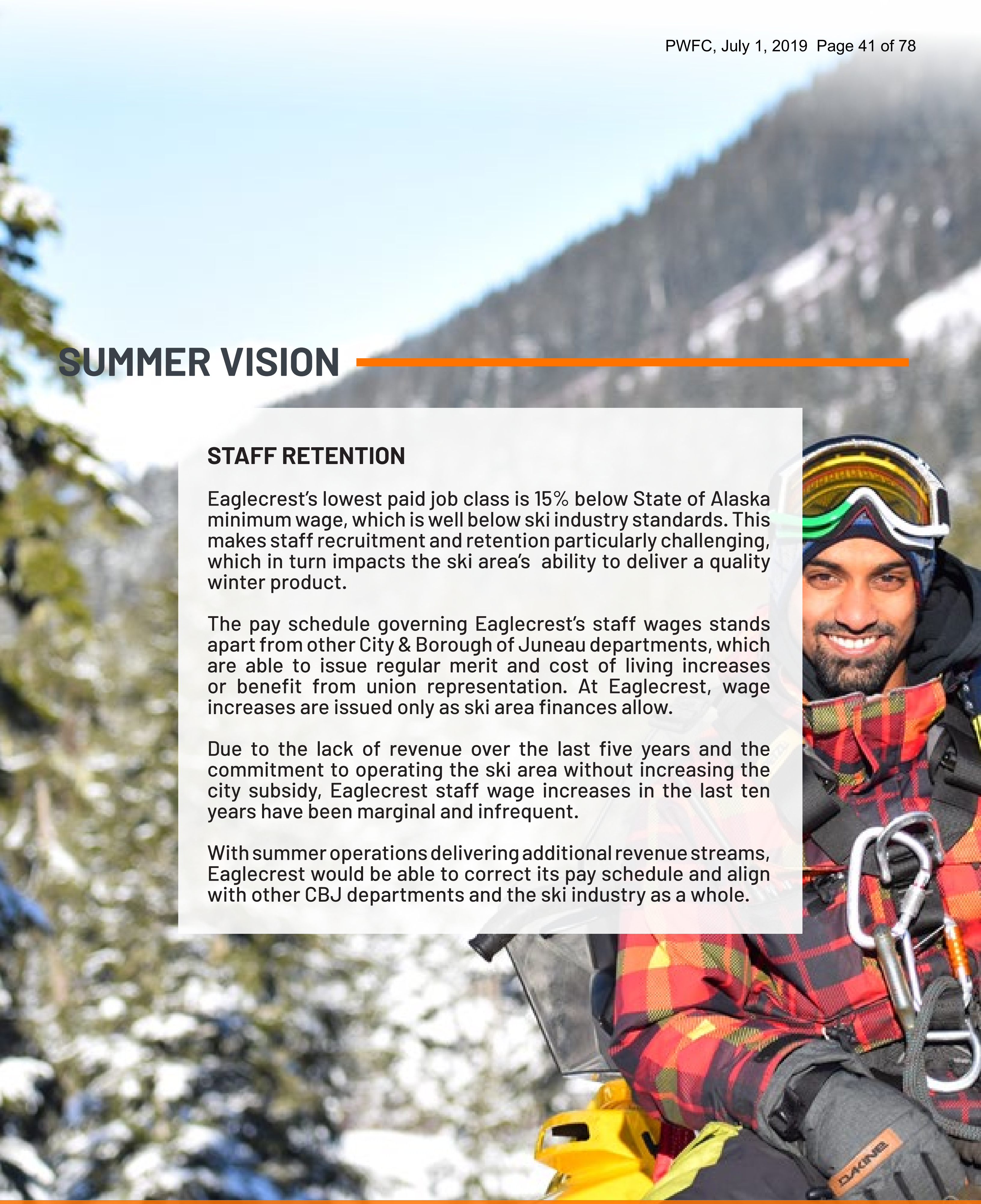
## PRESERVE LOCAL SUMMER EXPERIENCE

Fish Creek Road ends in the Eaglecrest parking lot at 1,130 feet above sea level, making it Juneau's highest road elevation. Although summer traffic volume is low, Eaglecrest is a recreation getaway for some Juneau residents looking to hike, bike, pick berries, and explore alpine terrain from a convenient access point and away from more popular lower elevation trails.

Developing summer operations at Eaglecrest would impact the predominant summer use of the ski area. Therefore, commercial expansion would be limited to the base area, as well as the proposed activity infrastructure.

Although commercial operations would make Eaglecrest would be busier, the experience of hiking the Summer Road, Eaglecrest's most common offseason activity, would be almost entirely preserved. Aside from a few perpendicular road crossings for mountain bike trails, hikers would be undisturbed all the way to the Eagle's Nest after making it past the summer activity campus at the base area.

Eaglecrest would work to enhance the authentic summer experience by expanding the existing trail network within the ski area boundary and work with state and federal land managers to improve non-commercial trails and access in the surrounding areas, such as Mt Ben Stewart, Mt Troy, and the Dan Moller Basin.



# SUMMER VISION

## STAFF RETENTION

Eaglecrest's lowest paid job class is 15% below State of Alaska minimum wage, which is well below ski industry standards. This makes staff recruitment and retention particularly challenging, which in turn impacts the ski area's ability to deliver a quality winter product.

The pay schedule governing Eaglecrest's staff wages stands apart from other City & Borough of Juneau departments, which are able to issue regular merit and cost of living increases or benefit from union representation. At Eaglecrest, wage increases are issued only as ski area finances allow.

Due to the lack of revenue over the last five years and the commitment to operating the ski area without increasing the city subsidy, Eaglecrest staff wage increases in the last ten years have been marginal and infrequent.

With summer operations delivering additional revenue streams, Eaglecrest would be able to correct its pay schedule and align with other CBJ departments and the ski industry as a whole.

# SUMMER VISION

## IMPROVED WINTER OPERATIONS, SEVEN DAYS A WEEK

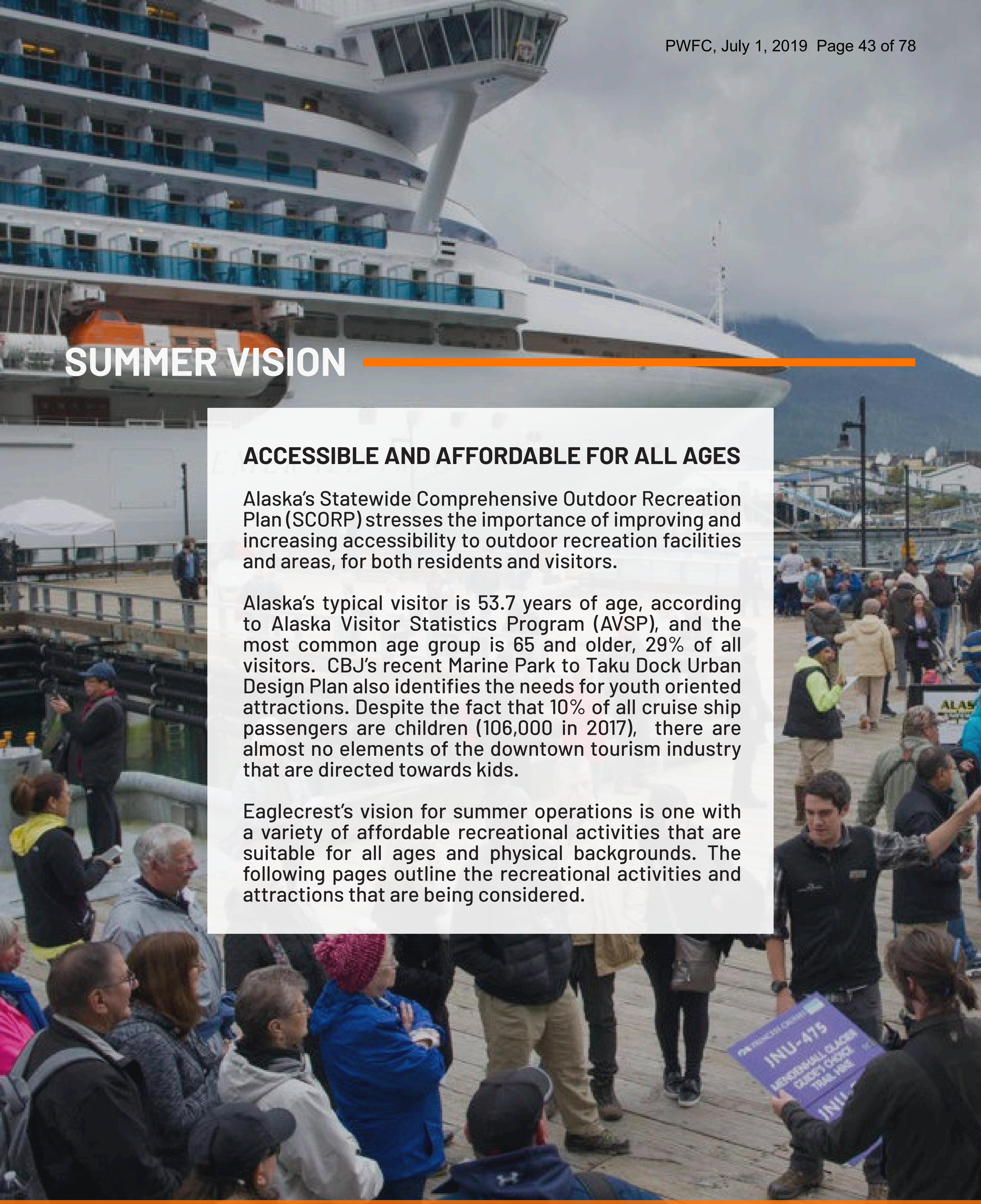
Eaglecrest is open five days a week during the winter season, except for Winter and Spring Break. If moderate financial projections are realized, Eaglecrest would be able to fund winter operations seven days a week, remaining open on Tuesdays and Wednesdays.

Not only would this help Eaglecrest retain workers with specialized industry experience, it would also greatly benefit Juneau residents who also work irregular schedules.

Seven days a week operations at Eaglecrest would also attract more independent winter travelers, increasing ski area revenues and Juneau's winter economy.

Summer development presents an incredible opportunity to maintain and improve Eaglecrest's winter experience. With utility improvements and the influx of summer revenue, Eaglecrest would be able to add additional night skiing and snowmaking infrastructure.

New chairlift infrastructure with increased uphill capacity would reduce ride times immensely, keep groups together, and allow more vertical feet of skiing and snowboarding per day.




# SUMMER VISION

## ACCESSIBLE AND AFFORDABLE FOR ALL AGES

Alaska's Statewide Comprehensive Outdoor Recreation Plan (SCORP) stresses the importance of improving and increasing accessibility to outdoor recreation facilities and areas, for both residents and visitors.

Alaska's typical visitor is 53.7 years of age, according to Alaska Visitor Statistics Program (AVSP), and the most common age group is 65 and older, 29% of all visitors. CBJ's recent Marine Park to Taku Dock Urban Design Plan also identifies the needs for youth oriented attractions. Despite the fact that 10% of all cruise ship passengers are children (106,000 in 2017), there are almost no elements of the downtown tourism industry that are directed towards kids.

Eaglecrest's vision for summer operations is one with a variety of affordable recreational activities that are suitable for all ages and physical backgrounds. The following pages outline the recreational activities and attractions that are being considered.

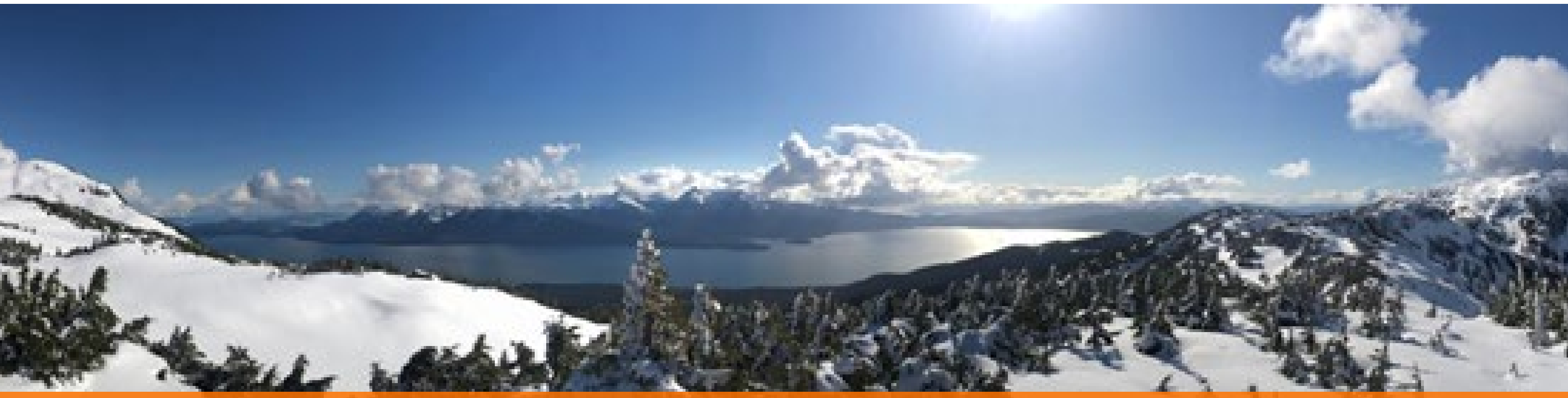

# AERIAL GONDOLA

Aerial Gondolas are a ropeway mode of transportation very similar to chairlifts. They differ, however, in that gondolas have cabins that can accommodate four to 12 passengers. Cabins provide an enclosed environment with amazing sightseeing opportunities out of the elements. This protection makes gondolas the most successful style of lift for ski area summer operations while still offering a practical winter application.

Eaglecrest's only top to bottom chairlift, Ptarmigan, is going into its 45th winter of operation and nearing the end of its service lifecycle. The new Aerial Gondola would become Eaglecrest's primary upper mountain lift for both winter and summer operations.

The primary goal of the Aerial Gondola is to access the breathtaking 360° panoramic views from Eaglecrest's ski area boundary ridgeline. The gondola's offloading terminal would be situated near the ridgeline's highest point, above Ptarmigan and Black Bear Chairlifts.

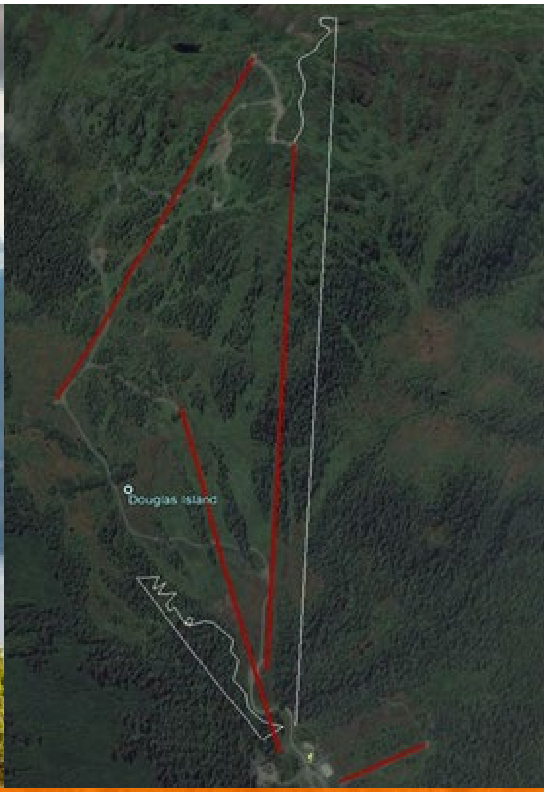
The photo below shows the view to the south of Stephens Passage, Seymour Canal, and Admiralty Island. Eaglecrest would allow winter sightseeing rides.



# AERIAL GONDOLA

The map below shows the proposed Aerial Gondola alignment in the color white and Eaglecrest's existing chairlift alignments in the color red. The gondola's loading terminal would be located in the present area known as Tiger Hollow, near the base of Hooter Chairlift.

This base area would serve as the campus for Eaglecrest's Summer Adventure Park and house the additional recreational activities: mountain coaster, ropes course, adventure maze, high speed zip line, lift-served mountain biking, and other potential attractions.

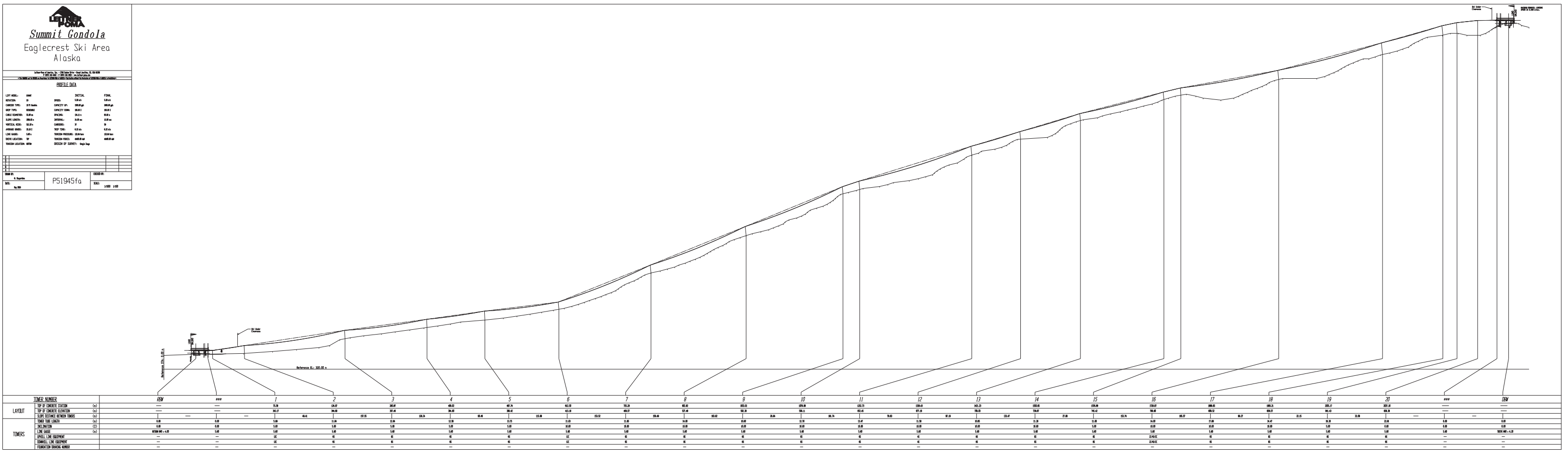


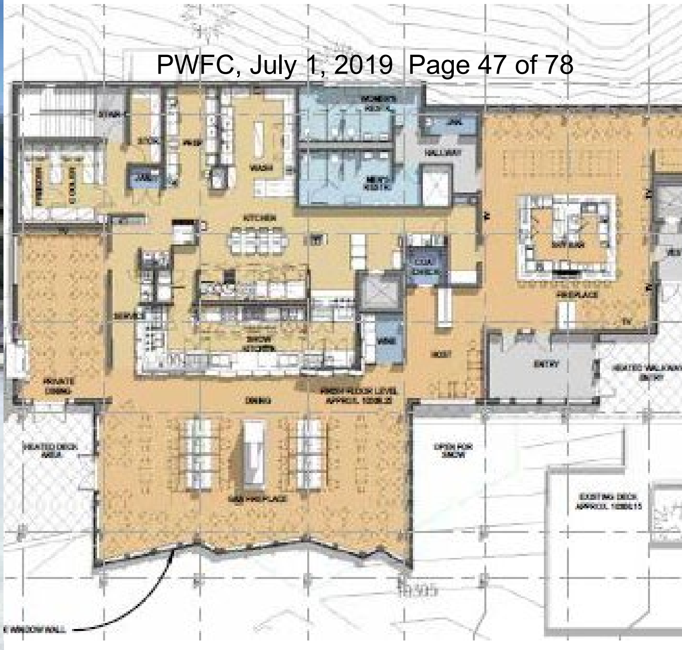
# AERIAL GONDOLA

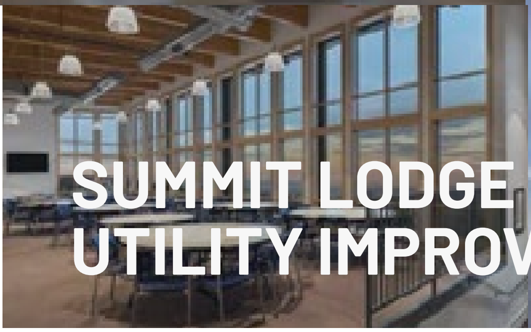
North America has two gondola ropeway manufacturers, Leitner-Poma and Doppelmayr. Eaglecrest has been working with both companies on price quotations and preliminary designs.

The new gondola would be engineered for an initial uphill rider capacity of 1500 passengers per hour, using 30 ten passenger cabins, but could grow to 2400 passengers with the addition of more cabins. The total ride time would be less than seven minutes.

The image below is a line profile for the proposed Aerial Gondola installation, provided by Leitner-Poma.







# SUMMIT LODGE & UTILITY IMPROVEMENTS

The Aerial Gondola's offloading terminal would be located adjacent to or within a Summit Lodge, which would house viewing areas, event space, bathrooms, and concessions.

The Summit Lodge would serve as the central access point to a network of short, undulating hiking trails that will traverse the ridgelines and circle back to existing trail infrastructure. All trails would be suitable for visitors with varying levels of fitness.

Bull-Stockwell-Allen Architecture shared a design portfolio that includes many striking lodge building examples. The photos above show projects in Bretton Woods, NH and Casper, WY. Both are designed to maximize view planes. The lodge pictured above (top left) is adjacent to the top offloading terminal for a gondola. Using a specialized design firm and value-cost engineering are ways to provide Eaglecrest with a pragmatic Summit Lodge.

As part of the Summit Lodge construction, additional utility lines would be laid, allowing Eaglecrest to electrify the Black Bear Chairlift, water pump house, and have the potential to grow night-skiing and snowmaking infrastructure.

# MOUNTAIN COASTER

Mountain Coasters have quickly become a financial anchor for summer operations at ski areas of all sizes. The ride is equivalent to a one cart roller coaster that runs on a steel railed track. Riders load at the bottom of the ride and are pulled up the track to the top, where gravity takes over, propelling the cart down.

Each rider has the ability to control the speed of the cart on the way down by applying more or less braking pressure. Carts are spaced approximately 300 feet apart so guests can go as fast or as slow as they might desire without effecting others. Anti-collision technology is automatically built in to prevent collisions. Additionally, each cart has a speed controlled braking system that will not allow the cart to exceed a maximum speed of 27 miles per hour down the track.

There are weight and height restrictions, and small children may ride with an adult passenger. No physical ability is required, which makes this an exceptional visitor experience for people of all ages and physical backgrounds.

Mountain Coasters are capable of operating throughout the year, even in rain and light snow. Most mountains see strong participation on weekends and holidays throughout the winter season. During rainy weather in the summer season the carts are equipped with a rain cover that will keep riders relatively dry during the ride.

# MOUNTAIN COASTER

The two leading Mountain Coaster manufacturers, Wiegand Sports and Aquatic Development Group, have each provided Eaglecrest with cost estimates and financial performance models. Based on visitor and local demographics of Juneau, there is a strong case for the advancement of this attraction. Many ski areas see a three year return on investment.

The location identified for the Mountain Coaster would provide an amazing experience, crossing over rushing waterfalls and paralleling creek drainages for most of the ride. The map to the right shows the proposed alignment of the Mountain Coaster, as identified by Wiegand Sports.

The loading and unloading areas would be located directly above the bottom of the Hooter Chairlift, within Eaglecrest's summer campus base area. The top of the track would travel between the ski trails Trickster and Sneaky. The down track would have a total length of 3275 feet with a mix of features, such as a 360° loop and wave turns.

# ROPES COURSE & ADVENTURE MAZE

The photo above shows a Ropes Course & Adventure Maze installation at Killington Ski Resort, designed and constructed by Ropes Course International. From an operational standpoint, two great advantages of this activity are that it doesn't require a large land space and that it can be operated with a small staff.

The Ropes Course portion of the experience has four to five levels that increase in difficulty as guests climb through the layers of the course. The course utilizes what is referred to as a continuous belay system to allow guests to stay clipped into safety devices, making it a very safe activity for guests of all ages.

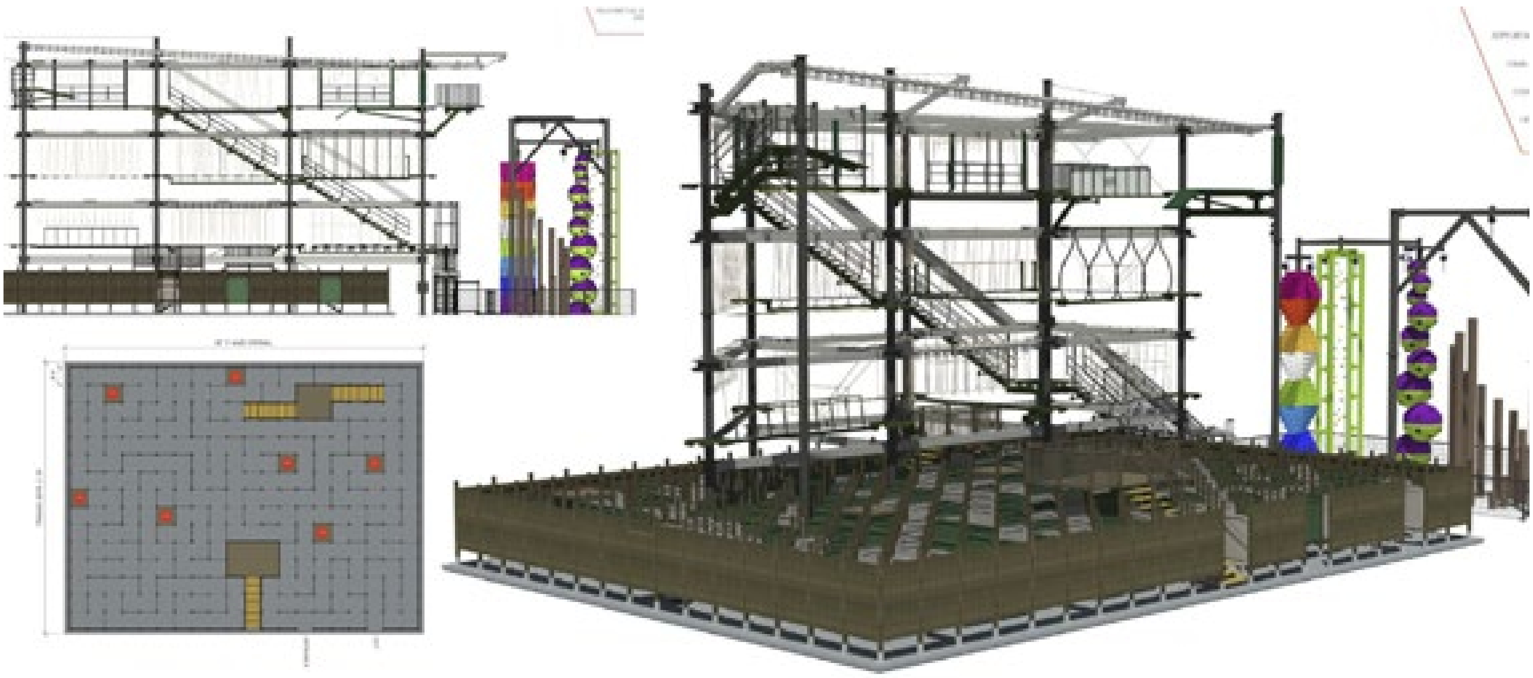
The lowest level is an activity called the Adventure Maze. It is comprised of plastic partitions that can be reconfigured to created new mazes. Guests are given a tracking chip which needs to be logged into four different destinations within the maze. Their route through the maze is timed, allowing guests to compete against friends while racing through the maze. The Adventure Maze is a popular attraction for birthday parties and other group events.

The Ropes Couse and Adventure Maze and would be excellent complimentary activity located within Eaglecrest's summer campus base area, near the Aerial Gondola's loading terminal.

Climbing Walls are another additional element that can be added to this installation. Juneau has a strong climbing community, and this recreational category could be expanded over time.


# ROPES COURSE & ADVENTURE MAZE

Eaglecrest has a design proposal and quotation from Ropes Course International. See the conceptual rendering in the images below.



# HIGH SPEED ZIP LINE

Eaglecrest and zip line tour operators have had concessionaire agreements since 2006. Currently, zip lining is the only summer tourism product available on the mountain. With the addition of an Aerial Gondola, there would be a great opportunity to expand in this category by building a High Speed Zip Line.

Over the past two years, long distance zip lines with dramatic vertical drops have grown in popularity. Terra Nova is a leading developer and has designed and constructed some of the longest span zip lines in the world.

Pictured below (right) is a line profile from a Terra Nova feasibility study for an Eaglecrest installation with multiple pitches from the top of the mountain down to the summer campus.

# LIFT SERVED MOUNTAIN BIKING & HOOTER CHAIRLIFT REPLACEMENT

Mountain biking is a lifestyle activity adopted by many skiers, snowboarders, and families. Avid mountain bikers typically visit their local park multiple times per week and add authenticity to the summer mountain experience.

Eaglecrest has one downhill mountain biking trail that was funded and constructed thanks to the Juneau Mountain Bike Alliance, a local group of riders representative of Juneau's a strong mountain biking community. Given the growth of the mountain bike industry and Juneau's summer tourism, there is potential to expand beyond this small section of trail and offer lift served mountain biking at Eaglecrest.

In an effort to gauge potential development opportunity and inform future trail design, Eaglecrest contracted Gravity Logic to perform a feasibility study. Gravity Logic is North America's preeminent bike park design firm and builders of the world-famous Whistler Mountain Bike Park. Gravity Logic concluded that standalone mountain biking operations would likely be unprofitable, though it would serve the local population well.

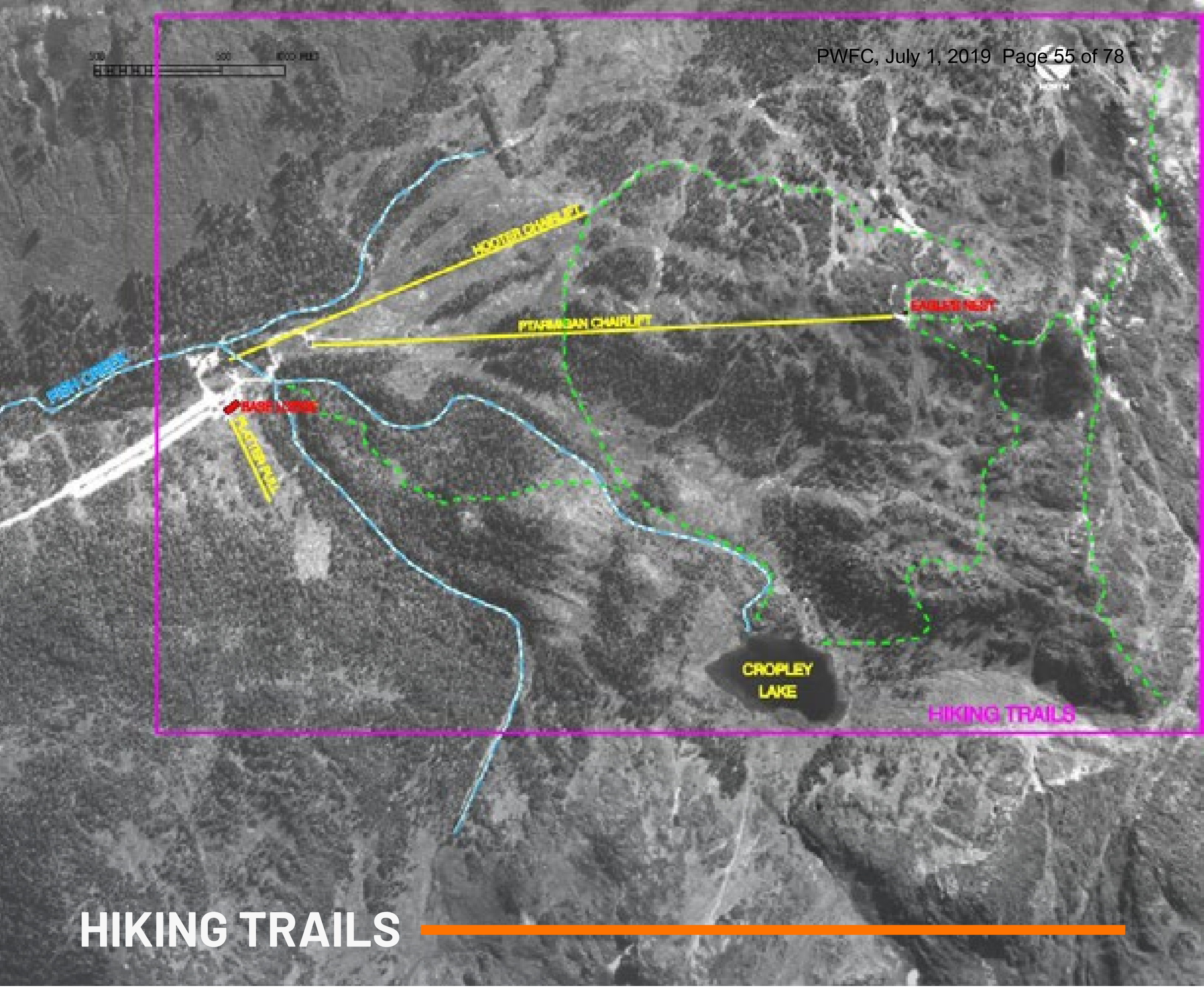
However, by developing a larger, complementary package of summer recreational activities, Eaglecrest could successfully implement lift served mountain biking, as well as rental and lesson program. The local population would be the primary users and beneficiaries, and trail design would be geared towards all ages and abilities and help introduce and grow the sport on the local level.

# LIFT SERVED MOUNTAIN BIKING & HOOTER CHAIRLIFT REPLACEMENT

The maps below shows chairlift alignment and the mountain bike trail design plan, as developed by Gravity Logic. The trails would be across the Lower Mountain and accessible via a new fixed grip quad chairlift that would replace Hooter Chairlift, which is also nearing the end of it service lifecycle.

The new chairlift would have extended loading and offloading terminals to accommodate the use of mountain bike carriers, as well as increased uphill carrying capacity for both winter and summer seasons.

The first phase of trail building would focus on the construction of beginner and intermediate trails to help build local users' skills and confidence and develop interest in the sport. The entire trail plan shown on these maps would be completed over the course of five years. Eaglecrest's current section of trail is shown in the color orange.


# HIKING TRAILS

Eaglecrest has spectacular alpine hiking opportunities in the terrain above Ptarmigan and Black Bear Chairlifts. However, the existing trail network is limited, and hiking on unmanaged terrain can be dangerous with many hidden holes, stumps, and overall slick conditions.

In 2007, efforts were made to expand maintained hiking trail access within the ski area boundary. The photo above shows improvement plans, which are prior to the Summer Road's construction. Routes were planned along Eaglecrest's high alpine ridgeline, above both East and West Bowls, as well as additional trails from the base area to Cropley Lake, through the Heavenly Valley, and on to the Eagle's Nest.

Developing summer operations would allow Eaglecrest to make this vision of trail improvements a reality. A ridgeline trail overlooking Stephens Passage, Admiralty Island, Cropley Lake, and Mount Ben Stewart would be a featured attraction for both locals and visitors. Additional routes from the base area and potential trail expansion outside the ski area boundary in future would also help preserve Eaglecrest's authentic, non-commercial experience currently enjoyed by predominant local users.

# MORE POTENTIAL ACTIVITIES

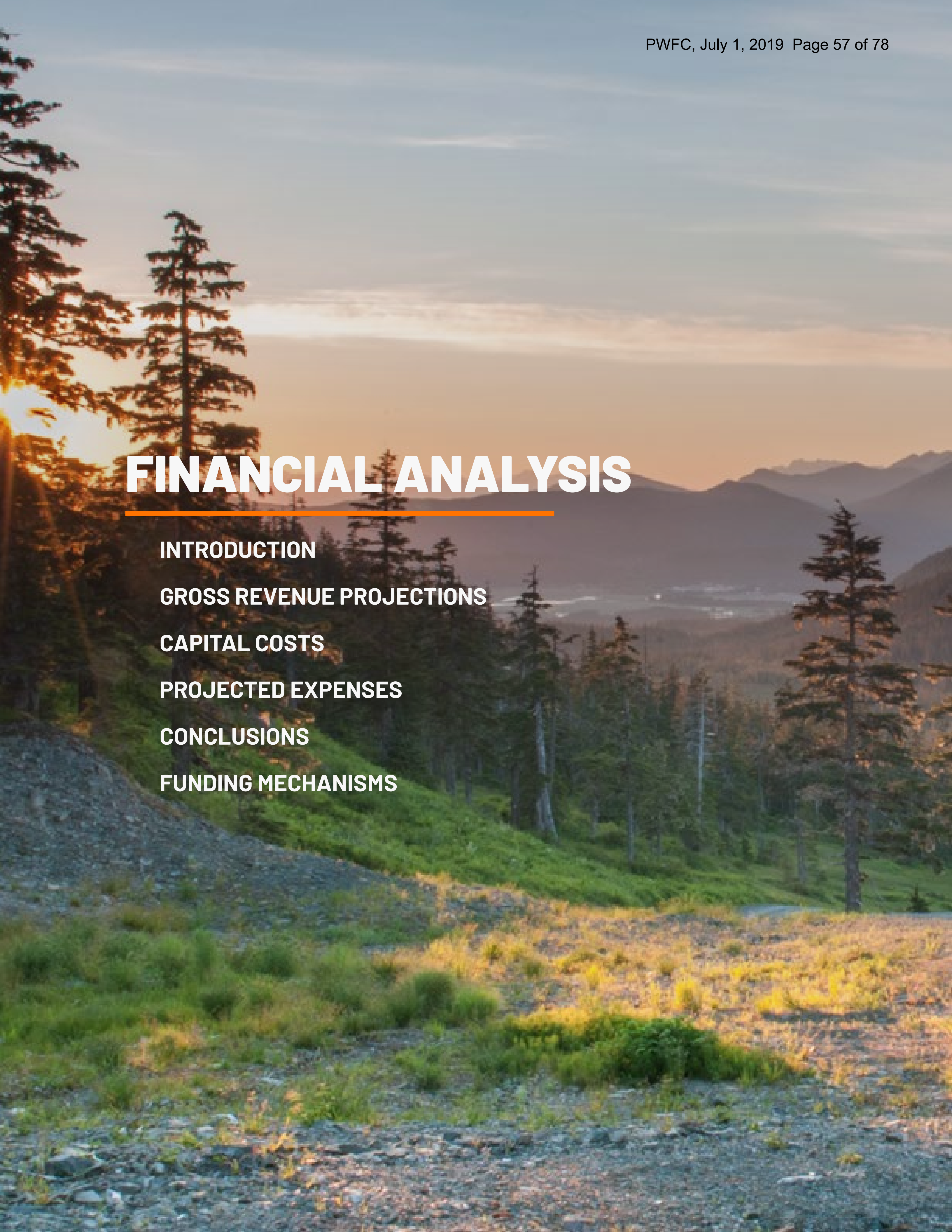
**GOLD PANNING** is low cost activity typically offered at ski areas with summer operations. There are a variety of manufacturers that sell turnkey gem stone panning stations. Guests purchase bags of pay dirt and use the station unguided.

**PLAYGROUNDS** are another family oriented activity option that could help compliment the other recreational activities in the summer campus base area.

**DISC GOLF** is a rapidly growing sport as many young adults are moving away from traditional golf. There is a passionate group of local disc golfers with the knowledge and energy to assist with constructing a course from the top of the Aerial Gondola, The course would provide a stunning backdrop and drive revenue through gondola, food, and beverage sales. There is potential to develop tournaments and attract disc golfers from beyond Juneau.

**MOUNTAIN TOP CONCERTS** and live music are likely to draw a strong audience. The Aerial Gondola would transport supplies and people to the top of the mountain, and events could be hosted inside the Summit Lodge in case of inclement weather.

**WEDDING VENUE** Eaglecrest currently rents the Fish Creek Lodge for weddings, family reunions and other private parties. Last summer the Lodge was reserved for 90% of the weekends for these types of events. The Aerial Gondola and Summit Lodge would add another element for these groups and events to enjoy.



# FINANCIAL ANALYSIS

INTRODUCTION

GROSS REVENUE PROJECTIONS

CAPITAL COSTS

PROJECTED EXPENSES

CONCLUSIONS

FUNDING MECHANISMS

# INTRODUCTION

The following financial analysis demonstrates the viability of commercial summer operations by projecting Eaglecrest's annual gross revenue, expenses, and debt service payments for the required capital improvement projects.

Eaglecrest's gross revenue is identified in three categories: daily summer operations, summer season passes, and winter operations. Each revenue category has low, medium, and high gross revenue projections, with the low end forecasting the fewest summer daily visits and sales.

For daily summer operations, three user categories are examined: cruise ship passengers, independent travelers, and locals. Each category has its own visitor capture percentage, which is set to 4% for cruise ship passengers, 25% for independent travelers, and 10% for locals. These rates are set conservatively low to showcase a worst case scenario for summer visitation and gross revenue projections.

The 2016 Alaska Visitor Statistics Program found that tourists' highest spending category was for tours/activities/entertainment, where average spending was $200 per person per trip. Retail and food and beverage spending averages were $137 and $133, respectively.

Using the AVSP as a guideline, Eaglecrest's average visitor spending is projected to range from $79 to $99, and includes all activity, food, beverage, and retail sales. Following the AVSP's findings, independent travelers are set to spend more than cruise ship passengers. Locals are set to spend the least.

For the purposes of this financial analysis, locals are the only user category for summer season passes. Gross revenue projections are also conservative to showcase a worst case financial scenario and are low compared to industry trends.

Continued >

# INTRODUCTION

Winter operations revenue projections align with Eaglecrest's historical totals, which are discussed in detail on page 16.

After totaling each gross revenue category, the financial analysis projects Eaglecrest's annual expenses, using inflated operational costs for both winter and summer seasons to account for increases in maintenance, administration, and personnel.

The financial analysis outlines the capital costs for developing summer operations at Eaglecrest, including the installation of a new aerial gondola, zip line, mountain coaster, Hooter Chairlift replacement, trail work, rope course, adventure maze, buildings, utilities, and other associated capital improvement projects.

Then the analysis projects the additional expense of debt service payments required to fund the capital improvement projects. As another worst case scenario, the debt service projection assumes Eaglecrest is unable reduce accumulated interest through grants, donations, or other funding mechanisms.

Last, the gross revenue projections are applied to Eaglecrest's total projected expenses to demonstrate the viability of developing summer operations.

# GROSS REVENUE PROJECTIONS

## SUMMER DAILY OPERATIONS
## LOW GROSS REVENUE PROJECTION: $6,492,550

The low visitation projection sets the cruise ship passenger group size at 1,100,000, which is a 17% decrease in cruise ship visitation from Juneau's 2019 estimated visitation of 1,325,000. Using a 4% capture rate for cruise ship passengers, Eaglecrest will see roughly 44,000 visits.

Independent travelers group size is set at 85,000, which applies three year growth rate of 3% to Juneau's 2016 total of 78,000. Given that independent travelers stay in Juneau for an average of four days, the projected capture rate is set at 25%, as this user category is more likely to visit Eaglecrest's Summer Adventure Park during their longer stay.

The local population capture rate is 10%, which is lower than Eaglecrest's present winter local usership rate. Locals who opt to purchase summer season pass products for the Aerial Gondola and mountain biking are not included in the projected 3,200 local summer visitors (see page 44).

**Low Gross Revenue Projections**

| User Category | Category Size | Capture % | Eaglecrest Visits | Avg Daily Visits | Avg Spending | Gross Revenue |
|---|---|---|---|---|---|---|
| Cruise Ship Passengers | 1,100,000 | 4.0% | 44,000 | 314 | $ 94 | $ 4,136,000 |
| Independent Travelers | 85,000 | 25.0% | 21,250 | 152 | $ 99 | $ 2,103,750 |
| Local Population | 32,000 | 10.0% | 3,200 | 23 | $ 79 | $ 252,800 |
| **Total** | **1,217,000** | **5.6%** | **68,450** | **489** | **$ 94.85** | **$ 6,492,550** |

# GROSS REVENUE PROJECTIONS

## SUMMER DAILY OPERATIONS
## MID GROSS REVENUE PROJECTION: $7,180,300

The mid visitation projection sets the cruise ship passenger group size at 1,250,000, which is a 5.7% decrease in cruise ship visitation from Juneau's 2019 estimated visitation of 1,325,000. Using a 4% capture rate for cruise ship passengers, Eaglecrest will see roughly 50,000 visits.

Independent travelers group size is set at 90,000, which applies three year growth rate of 4% to Juneau's 2016 total of 80,000. Given that independent travelers stay in Juneau for an average of four days, the projected capture rate is set at 25%, as this user category is more likely to visit Eaglecrest's Summer Adventure Park during their longer stay.

For purposes of a conservative analysis, the mid visitation projection for Juneau's local population is set at a constant 3,200, based on a 10% capture rate. Locals who opt to purchase summer season pass products for the Aerial Gondola and mountain biking are not included in the projected 3,200 local summer visitors (see page 44).

**Mid Gross Revenue Projections**

| User Category | Category Size | Capture % | Eaglecrest Visits | Avg Daily Visits | Avg Spending | Gross Revenue |
|---|---|---|---|---|---|---|
| Cruise Ship Passengers | 1,250,000 | 4.0% | 50,000 | 357 | $ 94 | $ 4,700,000 |
| Independent Travelers | 90,000 | 25.0% | 22,500 | 161 | $ 99 | $ 2,227,500 |
| Local Population | 32,000 | 10.0% | 3,200 | 23 | $ 79 | $ 252,800 |
| **Total** | **1,372,000** | **5.5%** | **75,700** | **541** | **$ 94.85** | **$ 7,180,300** |

# GROSS REVENUE PROJECTIONS

## SUMMER DAILY OPERATIONS
## HIGH GROSS REVENUE PROJECTION: $7,868,050

The high visitation projection sets the cruise ship passenger group size at 1,400,000, which is a 5.7% increase in cruise ship visitation from Juneau's 2019 estimated visitation of 1,325,000. Using a 4% capture rate for cruise ship passengers, Eaglecrest will see roughly 56,000 visits.

Independent travelers group size is set at 95,000, which applies three year growth rate of 6% to Juneau's 2016 total of 80,000. Given that independent travelers stay in Juneau for an average of four days, the projected capture rate is set at 25%, as this user category is more likely to visit Eaglecrest's Summer Adventure Park during their longer stay.

For purposes of a conservative analysis, the high visitation projection for Juneau's local population is set at a constant 3,200, based on a 10% capture rate. Locals who opt to purchase summer season pass products for the Aerial Gondola and mountain biking are not included in the projected 3,200 local summer visitors (see page 44).

**High Gross Revenue Projections**

| User Category | Category Size | Capture % | Eaglecrest Visits | Avg Daily Visits | Avg Spending | Gross Revenue |
|---|---|---|---|---|---|---|
| Cruise Ship Passengers | 1,400,000 | 4.0% | 56,000 | 400 | $ 94 | $ 5,264,000 |
| Independent Travelers | 95,000 | 25.0% | 23,750 | 170 | $ 99 | $ 2,351,250 |
| Local Population | 32,000 | 10.0% | 3,200 | 23 | $ 79 | $ 252,800 |
| **Total** | **1,527,000** | **5.4%** | **82,950** | **593** | **$ 94.85** | **$ 7,868,050** |

# GROSS REVENUE PROJECTIONS

**SUMMER SEASON PASSES**
**LOW PROJECTION ................ $63,600**
**MID PROJECTION .................$139,650**
**HIGH PROJECTION ...............$240,600**

Summer season pass sales are products that are specifically intended for Juneau residents. The two main products would be the Aerial Gondola Season Pass and the Summer Adventure Season Pass.

For purposes of this analysis, prices are set at $129 for the Aerial Gondola and $249 for the Summer Adventure Season Pass, which align with local and industry benchmarks. The unlimited pass would include access to the gondola, mountain bike lift, and other base area activities.

The low projection assumes sales of 300 gondola and 100 unlimited season passes. The mid projection assumes sales of 600 gondola and 250 unlimited season passes. The high projection assumes sales of 900 gondola and 500 unlimited season passes.

| | | Low Projections | | Mid Projections | | High Projections | |
|---|---|---|---|---|---|---|---|
| **Summer Season Pass Sales** | **Price** | **Sales** | **Revenue** | **Sales** | **Revenue** | **Sales** | **Revenue** |
| Aerial Gondola Season Pass | $ 129 | 300 | $ 38,700 | 600 | $ 77,400 | 900 | $ 116,100 |
| Summer Adventure Season Pass | $ 249 | 100 | $ 24,900 | 250 | $ 62,250 | 500 | $ 124,500 |
| **Totals** | | **400** | **$ 63,600** | **850** | **$ 139,650** | **1,400** | **$ 240,600** |

# GROSS REVENUE PROJECTIONS

**WINTER OPERATIONS**
**LOW PROJECTION .............. $1,447,000**
**MID PROJECTION ............... $1,760,500**
**HIGH PROJECTION ............. $2,044,000**

The low projection aligns with Eaglecrest current five year annual revenue average (see page 16). This assumes Eaglecrest's winters continue more or less at the same rate.

The mid projection aligns with Eaglecrest's previous five year annual revenue average (see page 16). This assumes Eaglecrest winters return to previous level enjoyed during the more bountiful winters from 2009-10 through 2013-14.

It should be noted that the added value of snowmaking stabilizing Eaglecrest's operating days and winter revenues is not reflected in the low and mid projections.

The high projection assumes Eaglecrest's new infrastructure is able attract more winter users and additional revenue.

If Eaglecrest's summer and winter operation's total gross revenue meets or exceeds mid projections, the ski area would be able to offer seven day a week winter operations (see page 50).

| Winter Operations | Low Projections | Mid Projections | High Projections |
|---|---|---|---|
| Season Pass Products | $ 750,000 | $ 900,000 | $ 990,000 |
| Lift Tickets | $ 175,000 | $ 200,000 | $ 300,000 |
| Snowsports School | $ 125,000 | $ 150,000 | $ 175,000 |
| Food Service | $ 105,000 | $ 135,000 | $ 150,000 |
| Rental Shop | $ 90,000 | $ 120,000 | $ 135,000 |
| Ski Shop | $ 75,000 | $ 100,000 | $ 110,000 |
| Lockers | $ 60,000 | $ 65,000 | $ 70,000 |
| (Includes Summer) Facility Rentals | $ 15,000 | $ 30,000 | $ 50,000 |
| Eaglecrest Foundation Contribution | $ 75,000 | $ 50,000 | $ 50,000 |
| Bus Fees | $ 5,000 | $ 7,500 | $ 10,000 |
| Vending Machines | $ 2,000 | $ 3,000 | $ 4,000 |
| **Total** | **$ 1,477,000** | **$ 1,760,500** | **$ 2,044,000** |

# GROSS REVENUE PROJECTIONS

## REVENUE SUMMARY

The chart below compares Eaglecrest's low, mid, and high gross revenue projections for daily summer operations, summer season passes, and winter operations.

| Daily Summer Operations | Low Projections | Mid Projections | High Projections |
|---|---|---|---|
| Cruise Ship Passengers | $ 4,136,000 | $ 4,700,000 | $ 5,264,000 |
| Independent Travelers | $ 2,103,750 | $ 2,227,500 | $ 2,351,250 |
| Locals | $ 252,800 | $ 252,800 | $ 252,800 |
| **Total** | **$ 6,492,550** | **$ 7,180,300** | **$ 7,868,050** |

| Summer Season Passes | Low Projections | Mid Projections | High Projections |
|---|---|---|---|
| Aerial Gondola Season Pass | $ 38,700 | $ 77,400 | $ 116,100 |
| Unlimited Summer Season Pass | $ 24,900 | $ 62,250 | $ 124,500 |
| **Total** | **$ 63,600** | **$ 139,650** | **$ 240,600** |

| Winter Operations | Low Projections | Mid Projections | High Projections |
|---|---|---|---|
| Season Pass Products | $ 750,000 | $ 900,000 | $ 990,000 |
| Lift Tickets | $ 175,000 | $ 200,000 | $ 300,000 |
| Snowsports School | $ 125,000 | $ 150,000 | $ 175,000 |
| Food Service | $ 105,000 | $ 135,000 | $ 150,000 |
| Rental Shop | $ 90,000 | $ 120,000 | $ 135,000 |
| Ski Shop | $ 75,000 | $ 100,000 | $ 110,000 |
| Lockers | $ 60,000 | $ 65,000 | $ 70,000 |
| (Includes Summer) Facility Rentals | $ 15,000 | $ 30,000 | $ 50,000 |
| Eaglecrest Foundation Contribution | $ 75,000 | $ 50,000 | $ 50,000 |
| Bus Fees | $ 5,000 | $ 7,500 | $ 10,000 |
| Vending Machines | $ 2,000 | $ 3,000 | $ 4,000 |
| **Total** | **$ 1,477,000** | **$ 1,760,500** | **$ 2,044,000** |

| Total Gross Revenue | Low Projections | Mid Projections | High Projections |
|---|---|---|---|
| **Total** | **$ 8,033,150** | **$ 9,080,450** | **$ 10,152,650** |

# CAPITAL COSTS

As ski areas increasingly turn towards summer revenues, the biggest industry success stories are coming from areas that provide a wide array of customer activities suitable for all ages and interests. It is also important for the activities to have high throughput so visitors can experience a variety activities in only a few hours.

Eaglecrest is pursuing the development of a well-rounded suite of summer recreational offerings that are accessible, affordable, and have the carrying capacity to accommodate a several hundred daily visitors.

**AERIAL GONDOLA** . . . . . . . . . . $11,200,000
Quotes provided by Leitner-Poma & Doppelmayr.

**SUMMIT LODGE & OTHER BUILDINGS** . . . . . . . . . . $5,000,000
Cost estimate of $500 per square foot to account for complex terrain.

**HIGH SPEED ZIP LINE** . . . . . . . . . . $4,000,000
Quote provided by Terra-Nova LLC.

**MOUNTAIN COASTER** . . . . . . . . . . $3,250,000
Quote provided by Wiegand Sports.

**UTILITIES** . . . . . . . . . . $3,250,000
Electrical quote provided by Alaska Electric Light & Power (AELP)

**HOOTER CHAIRLIFT REPLACEMENT** . . . . . . . . . . $2,200,000
Quotes provided by SkyTrac & Doppelmayr.

**HIKING & BIKING TRAILS** . . . . . . . . . . $1,300,000
Quote provided by Gravity Logic.

**ROPES COURSE, ADVENTURE MAZE** . . . . . . . . . . $1,000,000
Quote provided by Ropes Course International

**ROAD CONSTRUCTION** . . . . . . . . . . $500,000
Cost estimate based on $1,000,000 per mile, plus 30% more to account for complex terrain.

| | |
|---|---|
| **TOTAL PROJECT COST** | $31,700,000 |
| + 10% Contingency | $3,170,000 |
| **GRAND TOTAL** | $34,870,000 |

# PROJECTED EXPENSES

## DEBT SERVICE

Developing summer operations at Eaglecrest is projected to cost $34.87 million, including a 10% contingency fund. Over a 25 year loan period with 5% interest, the annual payment would be $2.47 million.

This debt service projection assumes Eaglecrest is unable reduce annual payments or capital costs. If Eaglecrest was able to secure grants or funding through government programs, the annual debt service payments would be reduced.

## PERSONNEL COSTS

Personnel costs are Eaglecrest's single largest expense. In FY19, Eaglecrest spent $1.32 million on personnel, about 60% of all ski area expenses. Currently, Eaglecrest has nine full-time, year-round, benefited positions, and four full-time, summer seasonal positions. Summer operations at Eaglecrest would require considerably more employees.

The projected personnel expenses for the addition of summer operations account for Eaglecrest having 37 full-time, year-round, benefited positions and 90 full-time, summer seasonal positions. This does not account for Eaglecrest offering seven days a week winter operations.

As mentioned in the Summer Vision section, Eaglecrest would make a 15% correction to pay schedule to align with the rest of CBJ and make Eaglecrest more competitive within the industry for staff recruitment and retention.

To account for the increased personnel expenses associated with the development of summer operations, Eaglecrest would budget $3.93 million annually, which would be about 68% of all projected ski area expenses and a 197% increase from FY19 actual personnel spending.

## OPERATIONAL COSTS

The additional line items, from administration to maintenance to the Snowsports School, also see substantial budget increases. The primary drivers are insurance, utilities, banking fees, materials and commodities. Overall, Eaglecrest's total annual expenses are projected to be $5.76 million, which is a 159% increase from FY19 actuals.

# PROJECTED EXPENSES

## EXPENSE SUMMARY

The chart below compares Eaglecrest's Fiscal Year 2019 (FY19) actual expenses to Eaglecrest's projected annual expenses with the development of summer operations. The third column shows the percentage increase for each category. Additional expenses are listed for the annual debt service payments and the cost of 7 days a week winter operations.

| Eaglecrest Annual Expenses | | FY19 Actual | | Projected w/ Summer Ops | % Increase |
|---|---|---|---|---|---|
| Personnel | $ | 1,322,958 | $ | 3,928,339 | 196.94% |
| Ski Area Administration | $ | 415,070 | $ | 696,700 | 67.85% |
| Lodge Operations | $ | 112,283 | $ | 241,000 | 114.64% |
| Mountain Maintenance | $ | 77,395 | $ | 207,500 | 168.11% |
| Food Service | $ | 67,380 | $ | 169,000 | 150.82% |
| Marketing / Events | $ | 40,000 | $ | 113,000 | 182.50% |
| Building Maintenance | $ | 60,736 | $ | 111,000 | 82.76% |
| Retail, Rental, Repair Shop | $ | 39,596 | $ | 91,300 | 130.58% |
| Vehicle Repair | $ | 52,827 | $ | 85,000 | 60.90% |
| Lift Operations | $ | 31,511 | $ | 59,500 | 88.82% |
| Ski Patrol | $ | 4,737 | $ | 38,000 | 702.20% |
| Snowsports School | $ | 2,466 | $ | 21,400 | 767.80% |
| **Total** | **$** | **2,226,959** | **$** | **5,761,739** | **158.73%** |

| Additional Expenses | | |
|---|---|---|
| Debt Service | $ | 2,474,112 |
| **Grand Total** | **$** | **8,235,851** |
| 7 Days A Week Winter Operations | $ | 350,000 |
| **Grand Total** | **$** | **8,585,851** |

# CONCLUSIONS

## FINANCIAL SUMMARY

The financial analysis concludes that Eaglecrest can become financially independent with an average of 489 daily summer visitors, 400 summer season passes, and no increases to five year average annual revenue for winter operations.

Eaglecrest's projected annual expenses are increased by 158% to account for summer operations, and annual debt service payments are assumed to not be reduced through grants or government funding programs.

Based on low end projections, Eaglecrest would be able to eliminate the city's annual subsidy ($700,000) and Capital Improvement Project fund contribution ($250,000). Based on the mid and high end projections, Eaglecrest would be able to fund winter operations seven days a week.

Additional profits would be able to be reinvested in the ski area to improve the winter experience and provide even more affordable recreation opportunities for locals.

| **Financial Summary** | **Low Projections** | **Mid Projections** | **High Projections** |
|---|---|---|---|
| Summer Revenue | $ 6,776,150 | $ 7,569,950 | $ 8,388,650 |
| Winter Revenue | $ 1,477,000 | $ 1,760,500 | $ 2,044,000 |
| CBJ Subsidy | $ - | $ - | $ - |
| Projected Expenses | $ (5,761,739) | $ (5,761,739) | $ (5,761,739) |
| Debt Service | $ (2,474,112) | $ (2,474,112) | $ (2,474,112) |
| Seven Days A Week Winter Operations | $ - | $ (350,000) | $ (350,000) |
| **Eaglecrest Net Income** | **$ 17,299** | **$ 744,599** | **$ 1,846,799** |
| **Total CBJ Savings** | **$ 967,299** | **$ 1,694,599** | **$ 2,796,799** |

| **Visitation Summary** | **Low Projections** | **Mid Projections** | **High Projections** |
|---|---|---|---|
| Cruise Ship Passengers Visits | 44,000 | 50,000 | 56,000 |
| Independent Travelers Visits | 21,250 | 22,500 | 23,750 |
| Local Visits | 3,200 | 3,200 | 3,200 |
| **Total Visits** | **68,450** | **75,700** | **82,950** |
| **Average Daily Visits** | **489** | **541** | **593** |
| **Total Summer Season Passes Sold** | **400** | **850** | **1,400** |

# FUNDING MECHANISMS

For summer operations to become a reality, the projected $34.87 million in capital costs must be funded. There are variety of funding mechanisms to pursue, including revenue bonds, government programs, grants, and public-private partnerships.

Eaglecrest is consulting with financial experts to determine the best options to move forward and will report back to the City Assembly in fall 2019. There are three general scenarios to consider.

First, would be 100% public financing, ownership, and operation. Financially, this would be the greatest risk and greatest reward scenario for Eaglecrest and the CBJ. Second, would be 100% private financing and ownership. This would be the lowest risk and lowest reward scenario, where the public would have the least control over the ski area. Third, would be some form public private partnership that would balance the risks and rewards for both parties.

# COMMUNITY

OPPORTUNITIES

NEIGHBORHOOD IMPACTS

ECONOMIC IMPACTS

# OPPORTUNITIES

## CURRENT SUMMER VISITIATION

Eaglecrest is one of Juneau's few commercial outdoor recreation facilities, equipped with large parking lots, two modern lodges, commercial kitchen, bathrooms, and water treatment and sewage plant rated for 1500 daily visitors. During the summer months, Eaglecrest receives roughly 15,000 commercial visits through concessionaire agreements with zip line and bike tour operators. Non-commercial summer visits for hiking and biking area not tracked.

## ACCESSIBLE OUTDOOR RECREATION

Alaska's 2016 Statewide Comprehensive Outdoor Recreation Plan (SCORP) surveyed outdoor recreation professionals from Alaska's federal, state, and local levels, as well as the private sector. The representatives collectively identified "maintenance of existing facilities (including restrooms), trails, and accessibility to these trails and facilities paramount to outdoor recreation in Alaska. This supports the idea that repairs and improvements to existing trails and facilities and better access should be high priorities for Alaska when considering what outdoor recreation projects to fund."

Parking and accessibility for people with disabilities were identified as barriers keeping the public from engaging in outdoor recreation. "ADA facilities, in general, are lacking in nearly every category and in every survey area. When considering grant applications for future projects, those with ADA components should be encouraged and strongly considered."

The SCORP also performed a recreation facility inventory. Eaglecrest qualifies as a year-round, outdoor, user-oriented facility, which is extremely rare throughout the state. The study found that Alaska has a distinct lack of winter recreation options for all Alaskan residents, but especially for youth and disabled persons. Eaglecrest's Aerial Gondola and Mountain Coaster would serve as ADA friendly winter activities, no skis or snowboard required.

Eaglecrest has productive and charitable relationships with the Juneau School District and SAIL/ORCA through the Snowsports School and Adaptive Programs. Summer development at Eaglecrest would help these relationships grow on a year-round basis while supporting the SCORP's main goals to increase participation in outdoor recreation and maintain sustainable outdoor recreation infrastructure.

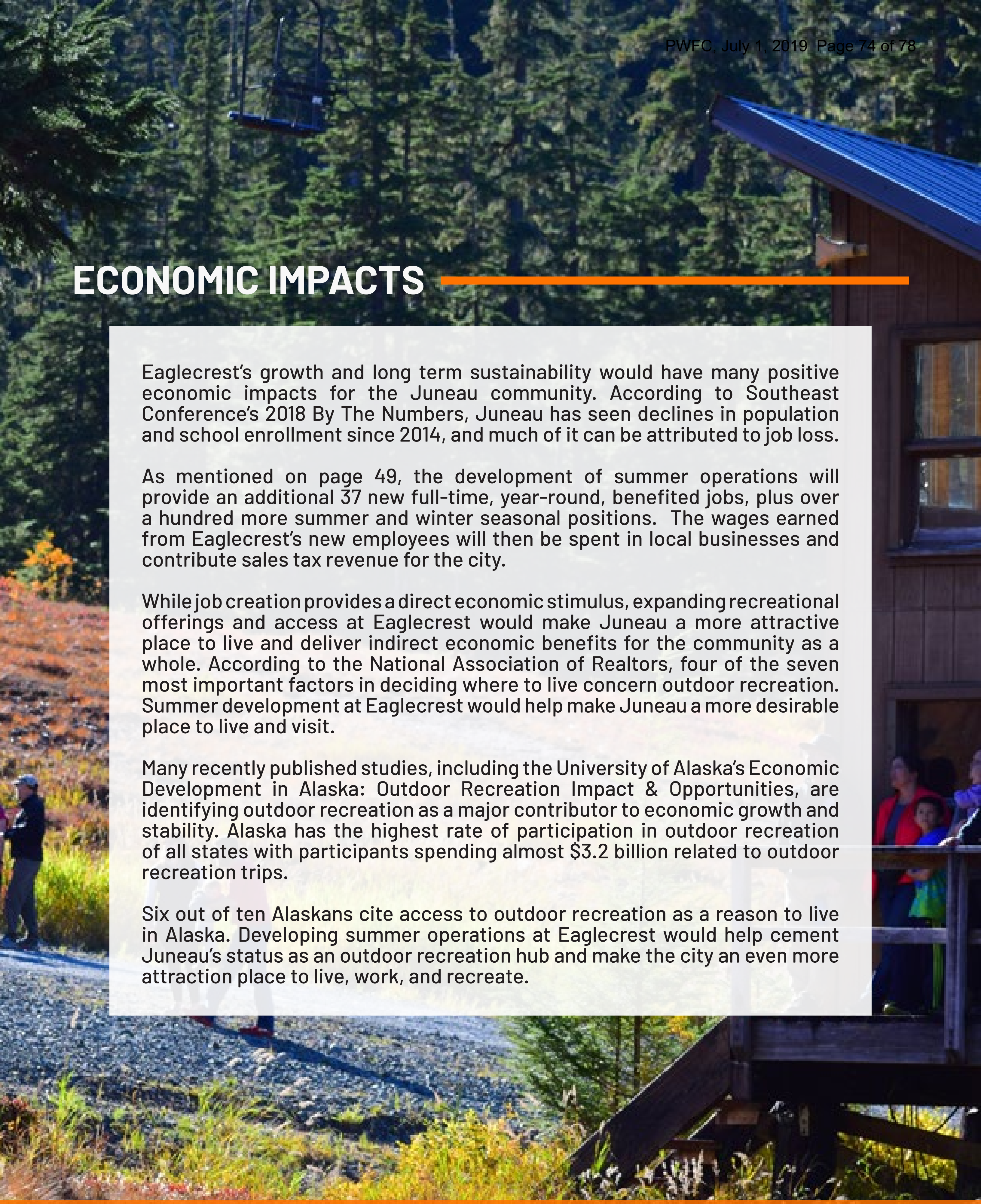
# NEIGHBORHOOD IMPACTS

## ALLIEVATING CONGESTION, RESPONSIBLE GROWTH

Although Juneau sets responsible commercial guidelines through Tourism Best Management Practices (TBMP), the rapid growth has a tangible impact on Juneau's communities. Many popular attractions are reaching or over capacity. The Mendenhall Glacier Visitor Center, for example, is not issuing any additional commercial permits. They are currently receiving over 700,000 annual visitors and are planning facility improvements to accommodate 1.1 million visitors by 2030.

As our community looks to balance the impacts of summer tourism's growth, developing summer operations at Eaglecrest is a solution for Juneau to grow responsibly and alleviate capacity concerns. With existing infrastructure in place and a scenic mountain setting, Eaglecrest is well positioned to enhance the predominant local summer use of the area, improve winter operations, and cement Eaglecrest's long-term financial future.

The low end projection of 489 daily visitors, which is around 4% of cruise ship passengers and 25% of independent travelers, equates to 15 round trip bus visits per day, a minimal impact on surrounding neighborhoods.



# ECONOMIC IMPACTS

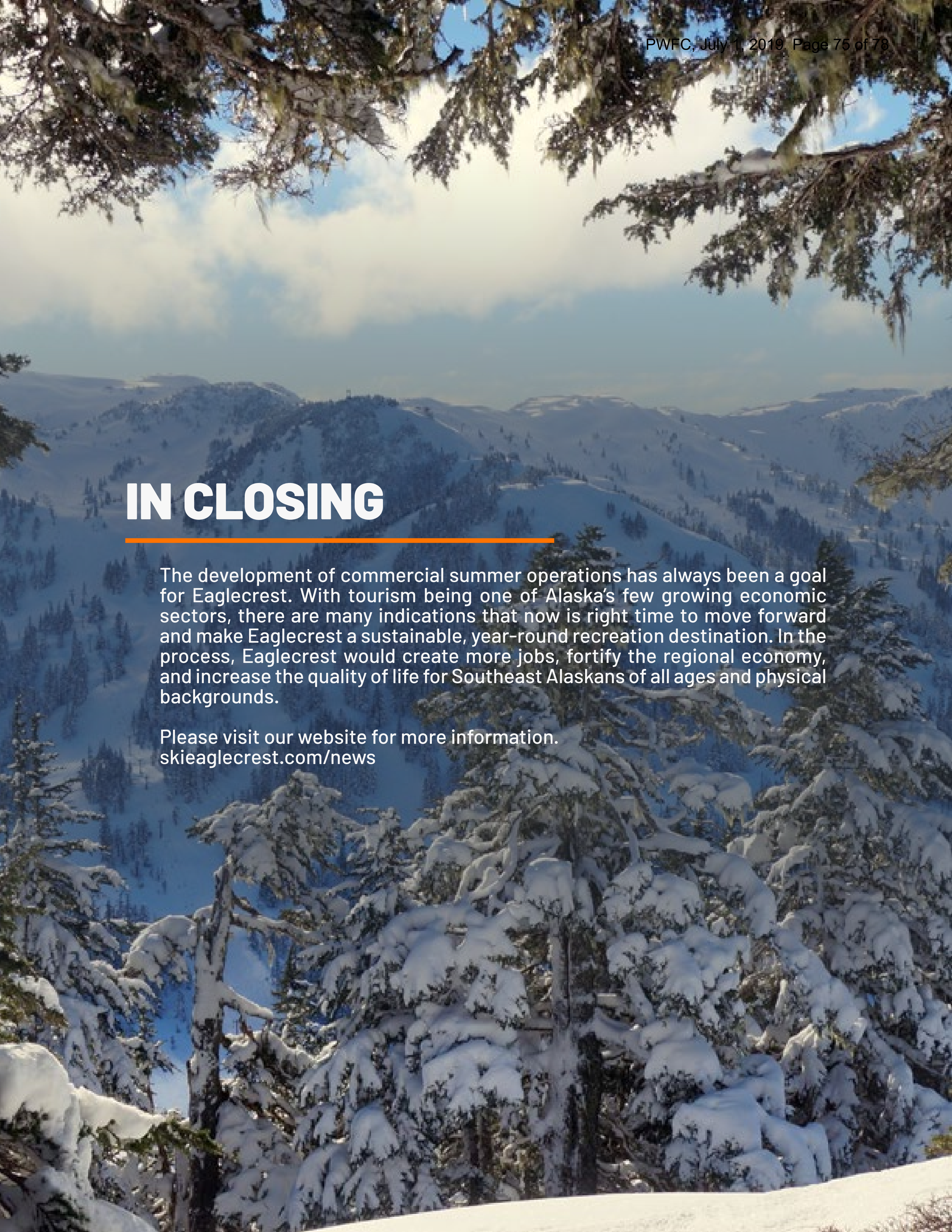
Eaglecrest's growth and long term sustainability would have many positive economic impacts for the Juneau community. According to Southeast Conference's 2018 By The Numbers, Juneau has seen declines in population and school enrollment since 2014, and much of it can be attributed to job loss.

As mentioned on page 49, the development of summer operations will provide an additional 37 new full-time, year-round, benefited jobs, plus over a hundred more summer and winter seasonal positions. The wages earned from Eaglecrest's new employees will then be spent in local businesses and contribute sales tax revenue for the city.

While job creation provides a direct economic stimulus, expanding recreational offerings and access at Eaglecrest would make Juneau a more attractive place to live and deliver indirect economic benefits for the community as a whole. According to the National Association of Realtors, four of the seven most important factors in deciding where to live concern outdoor recreation. Summer development at Eaglecrest would help make Juneau a more desirable place to live and visit.

Many recently published studies, including the University of Alaska's Economic Development in Alaska: Outdoor Recreation Impact & Opportunities, are identifying outdoor recreation as a major contributor to economic growth and stability. Alaska has the highest rate of participation in outdoor recreation of all states with participants spending almost $3.2 billion related to outdoor recreation trips.

Six out of ten Alaskans cite access to outdoor recreation as a reason to live in Alaska. Developing summer operations at Eaglecrest would help cement Juneau's status as an outdoor recreation hub and make the city an even more attraction place to live, work, and recreate.



# IN CLOSING

The development of commercial summer operations has always been a goal for Eaglecrest. With tourism being one of Alaska's few growing economic sectors, there are many indications that now is right time to move forward and make Eaglecrest a sustainable, year-round recreation destination. In the process, Eaglecrest would create more jobs, fortify the regional economy, and increase the quality of life for Southeast Alaskans of all ages and physical backgrounds.

Please visit our website for more information.
skieaglecrest.com/news

# APPENDIX

**2012 EAGLECREST MASTER PLAN**

**ALASKA'S SCORP 2019-2021**
**STATEWIDE COMPREHENSIVE OUTDOOR RECREATION PLAN**

**ALASKA VISITOR STATISTICS PROGRAM 7: SUMMER 2016**

**GRAVITY LOGIC FEASIBILITY REPORT**

**JUNEAU VISITOR PROFILE & ECONOMIC IMPACT**

**MARINE PARK TO TAKU DOCK URBAN DESIGN PLAN**

**SOUTHEAST CONFERENCE: SOUTHEAST ALASKA BY THE NUMBERS 2018**

**SOUTHEAST CONFERENCE: COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY 2016-2020**

**UNIVERSITY OF ALASKA CENTER FOR ECONOMIC DEVELOPMENT ECONOMIC DEVELOPMENT IN ALASKA: OUTDOOR RECREATION IMPACTS AND OPPORTUNITIES**

Available online at skieaglecrest.com/news

# MEMORANDUM

TO: Mike Vigue
Engineering & Public Works Director

FROM: Greg Smith
Contract Administrator

Date: June 25, 2019

SUBJECT: Contracts Division Activity
June 7, 2019, to June 25, 2019

***Current Bids – Construction Projects >$50,000***

| | | |
|---|---|---|
| DH19 -050 | Cruise Ship Security Checkpoint | Estimate $225,000, Bids due 10/3/19. |
| BE19-217 | JNU Terminal Recon. Electrical Service | Estimate $1,300,000. Bids due 7/16/19 |
| DH18-013 | Statter Harbor Improvements | Estimate $13,000,000. Bids due 7/16/19 |
| BE19-250 | Lee Street Pump Station Renovation | Estimate $294,985 |
| BE19-227 | Downtown Library Exterior Window Replacement | Estimate $170,000, 3 bids received, Carver Construction low bidder, $148,720. NTP issued 6/19/19 |
| BE19-225 | MRCS Playground Renovations | Admiralty Construction, $83,200. NTP issued 6/18/19. |
| DH19-014 | Downtown Waterfront Improvements Phase I | Estimate $13million, bids due by 06/25/2019 |
| MR BE19-273 | Sherwood Lane Water Repair | Southeast Earthmovers $69,400. NTP issued 6/19/19 |
| BE19-226 | BRH Pharmacy Clean Room | 3 bids received. Silver Bow Construction low bidder $779,900. NTP issued 6/24/19 |
| BE19-252 | Mendenhall Blvd Paving – Poplar to Loop | Estimate $358,200. 5 bids received. SECON low bidder, $329,314. Award in progress. |

***Current RFP's – Services***

| | | |
|---|---|---|
| RFP E19-228 | CA&I for 2019 Area Wide Paving | Award in Progress with Wilson Engineering for $67,020. |
| RFP E19-267 | Emergency and Maintenance Service for Public Works Utilities and WWT SCADA System | 2 responses submitted. Under review. |

***Other Projects – Professional Services – Contracts, Amendments & MR's >$20,000***

| | | |
|---|---|---|
| A 3 to PA 3 to MR E17-166(C) | Underground Storage Tank Closeout. This amendment uses an MR to add JNU PFAS/PFOS site investigation | NTP issued on 6/12 to Cox Environmental for $37,689. Contract total is $77,136. |
| A 2 to RFP E18-147 | Rainforest Recovery Center Detox Addition CA&I and Additional Design | NTP issued on 6/24 to JYW for $97,327. Contract total is $298,778 |
| A 2 to RFP E18-214 | Capital Transit Valley Transfer Station Planning and Design | NTP issued on 6/24 to DOWL for $24,090. Contract total is $48,750 |
| CO 7 to BE 17-133 | Biosolids Dryer Facility MWTP | Change Order processed for $193,404.50. Contract total is $16,931,264.50 |

Contracts Division Activity 
June 7, 2019 to June 25, 2019

***Construction Change Orders (>$20,000)***

| | | |
|---|---|---|
| BE17-029 | Valley Court Force Main | CO 5; $74,869. Additional sewer line |
| BE19-205 | MWWTP Roof Replacement | CO 1; $29,900. Upgrade to superior EPDM |

MR E17-166 – Term Contract for Professional Services. This solicitation is open for a three-year period. Consultants continue to submit proposals. Contracts are in progress and underway.

*Key for Abbreviations and Acronyms*

**A** Amendment to PA or Professional Services Contract
**CA** Contract Administration
**CO** Change Order to construction contract or RFQ
**MR** Modification Request – for exceptions to competitive procurement procedures
**NTE** Not-to-exceed
**NTP** Notice to Proceed
**PA** Project Agreement - to either term contracts or utility agreements
**RFP** Request for Proposals, solicitation for professional services
**RFQ** Request for Quotes (for construction projects <$50,000)
**RSA** Reimbursable Services Agreement
**SA** Supplemental Agreement