

JUNEAU COMMISSION ON AGING

City & Borough of Juneau

Minutes of Regular Meeting

June 11, 2015

CALL TO ORDER

The Commission met at the Senior Center. Chairperson MaryAnn VandeCastle called the meeting to order at 1:17 p.m. Other members present were: Mary Lou Spartz, Dixie Hood, and Pat Watt. MaryAnn announced that Charles Wilson has resigned. Also attending were Loretta Bevegni, Carol Comolli, site manager of the Center, Assembly Vice-Mayor Mary Becker, Assembly member Loren Jones, Deputy City Clerk Beth McEwen, Fire Chief Richard Etheridge, Assistant Chief Chad Cameron, Fire Marshal Daniel Jager, and Deputy Fire Marshall Sven Pearson.

AGENDA; DECLARATION OF A QUORUM

The agenda was adopted. It was declared that a quorum of members was present.

APPROVAL OF MINUTES

Review of the minutes for the regular meeting on May 14 was deferred.

SPEAKERS: CAPITAL CITY FIRE AND RESCUE (CCFR)

The Chair asked CCFR staff to discuss the issue of hoarding as it impacts the Department's work, and the safety and security of seniors. CCFR staff responded that there are different levels of, and reasons for, hoarding. Perceptions of what constitutes hoarding varies among individuals. Typically hoarding behavior begins around the age of 50 although it can occur at any age. The International OCD Foundation has an online Hoarding Resource Center with diagnostic tools and information about the issue at <http://hoarding.iocdf.org>. Hoarding affects CCFR when staff respond to an emergency call and finds access to a residence blocked by hoarded material, or encounters a significant fire or other hazard from hoarded material, and/or finds their fire-fighting ability impeded by the material. Sometimes CCFR receives complaints from neighbors or others about hoarding causing unsafe conditions. Due to privacy requirements, CCFR often is limited as to what it can do beyond offering assistance or referrals. Also the fire code does not apply to owner-occupied single- or 2-family residences.

In the past, municipal fire departments main outreach focus was on fire prevention. A newer focus is emerging on injury prevention. Slips, trips and falls are a major reason for 911 calls by seniors. The longer an injured person lies on the floor or ground without aid, the more intensive treatment they are likely to require. One study of slips, trips, and falls among the elderly found a correlation of such events with vitamin deficiencies and lack of exercise.

The Fire Marshall is responsible for fire and life safety inspections, code enforcement, fire/arson and fire cause investigations, and public fire and life safety outreach and education. Outreach and public education activities are done in schools and group residential facilities, and CCFR is on KINY radio each month. Commissioners suggested periodic relevant stories in the

Neighbors section of the Juneau Empire, and meeting with the various caregiver support networks would be advantageous.

In 2014, CCFR responded to some 3,900 incidents, of which approximately 100 were fire calls. Almost 2,800 were medical calls. Incidents from cooking are prevalent among seniors and people who are inebriated.

The breakdown of medical incidents that CCFR responded to is shown below:

Summary of Primary Patient Problems	
For period 01/01/2014 Through 12/31/2014	
Patient Problem	Count
Capital City Fire / Rescue	
Altered mental status	334
Chest pain	260
Abdominal pain	233
Strain / Sprain / Fracture / Dislocation	210
Dyspnea	207
Abrasions / Lacerations / Amputations	189
General weakness	172
Seizures	168
Neck or back pain	142
Syncope / dizziness	97
Behavioral problem	93
No problem / no injury	86
Head injury	63
Unconsciousness / altered LOC - unknown etiology	62
Infection	56
Head pain (or headache)	52
Cardiac dysrhythmia	49
Nausea	49
Drug overdose / poisoning	40
Obstetrical problem	36
Dead	31
Gastrointestinal bleed	27
Cerebral vascular accident or TIA	22
Allergic reaction	19
Vomiting	18
Cardiac arrest	14
Diabetic problem	14
Palpitations	10
Choking or airway obstruction	9
Dehydration	9
Multiple trauma	8
Respiratory arrest	8
Hypothermia	7
Epistaxis	6
Burns	6
Vaginal bleeding	6
Hyperventilation	5
Hyperthermia	4
Eye injury	3
Bite or sting	3
Diarrhea	3
Shock	2
Ingestion	1
Drowning or near drowning	1
Unknown or not listed	
Burns	1

CCFR has 32 paid staff and approximately 80 volunteers staffing its 5 stations and training center. Recruiting paramedics can be difficult, and long-term volunteers are retiring so there is

more turnover there. The impact of the “silver tsunami”, the growing proportion of seniors in the population is being study, and pilot programs are being tested that focus on pre-hospitalization prevention and home visits in the community.

DIALOGUE WITH ASSEMBLY MEMBERS

Following up on the suggestion from the last Commission meeting, the group began considering its mission as laid forth in Resolution 2279 (see attached). It welcomed Mr. Jones, Chair the Assembly’s Human Resources (HR) Committee, and Ms. Becker, Vice-Mayor of the Assembly as well as Beth McEwen, the Deputy Clerk, who is our Commission’s primary staff contact.

The HR Committee reviews annual reports of and recommends appointments to the various CBJ Boards and Commission. Mr. Jones explained that periodically the HR Committee reviews performance of each body and considers whether changes to its authorizing resolution or ordinance are needed. He said it is most helpful if the body itself does a review and makes recommendations. Right now with three vacancies and two members up for reappointment, and with the annual report due, this is an ideal time to consider whether any changes should be made to the resolution for the Commission on Aging. The last review was some 10 years ago, and the mission has not changed since long before that.

In addition, the Juneau Economic Development Plan was analyzed by the Assembly in April, and suggested roles and responsibilities were assigned for implementing its various initiatives. The Commission on Aging was tasked with several action steps related to the anticipated growth of the senior population. (See Minutes of Special Assembly Meeting on April 20, 2015, appended.) COA involvement is summarized below. NOTE: The entity listed in **bold** is requested to take the lead on the action item:

Goal: Facilitate development of services and facilities necessary for residents to comfortable and affordably retire in Juneau....

Objective 1: Support development of a range of housing options and supportive services that meet the needs of Juneau’s senior population:

- Action 1-A: Implement recommendations from the 2014 Sr. Housing and Services Market Demand Study which focuses on senior assisted living housing development. (**JEDC**, CBJ, AHC, SCSSI, JCOA)
- Action 1-C: Identify alternate funding options for senior housing development. including..... (**JEDC**, CBJ, AHC, SCSSI, JCOA)

Objective 2: Increase the depth and breadth of local, skilled health care workers and services for seniors:

- Action 2-A: Prepare a needs list/gap analysis for senior health care services in Juneau and make it available to entrepreneurs and health care providers. (BRH, UAS, JCOA)

Objective 4: Improve senior access to community-based services and activities:

- Action 4-A: Expand data collection on Juneau senior needs and availability of resources (**JCOA**, CSS)
- Action 4-C Encourage entrepreneurial solutions to improve senior access to food, such as grocery deliveries, and medical resources, such as prescription deliveries. (**JCOA**, UW, CCS SEAKFB-Food Bank)

- Action 4-E: Consider a full-service senior center as a central information source and center for activities and services. (JCOA, CSS)
- Action 4-F: Institute a senior-friendly business program. (JCOA, JCC, CCS, SAIL)

Objective 5: Increase meaningful opportunities for seniors to be involved in the community through volunteerism, activities, and job opportunities:

- Action 5-A: Develop a senior “talent pool” of residents interested in paid jobs and volunteer positions. (JCOA, CCS, UW, JEDC, JCVB)

Mr. Jones noted that the Assembly has appropriate some funds to the City Manager and the JEDC for implementation work. It would like the Commission to be engaged and involved in implementing the plan, while continuing to address big picture issues affecting our senior population.

The group determined that at its next meeting, aside from catching up with pending actions, it would review the authorizing resolution - especially the Commission goals and composition, as well as the Assembly minutes from the JED Plan meeting in April, and determine what is the best way to harness our limited resources – and also make suggestions about how goals might be achieved if the Commission is unable to accomplish everything it is tasked with. This will involve looking at the current age limits on Commission membership, and how best to collaborate with other groups to achieve some economies of scale and/or reduce duplication of effort. And, if the group determines it needs a specific resource, than such a request should go to the City Manager.

Mr. Jones reminded the Commission that the Finance Committee will meet on July 30 for further consideration of sales tax issues including the senior sales tax exemption. And he asked the Commission to remind Seniors to reapply for a new tax exemption card during June – cards are now being issued only to residents of Juneau

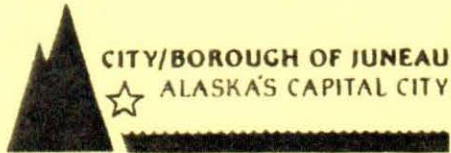
OLD BUSINESS

MaryAnn’s computer is being repaired so she was unable to bring the items she has that are due from prior meetings to this meeting. She will bring these to the July meeting

CONCLUSION

The next meeting of the JCOA will be on July 9 at 1:15 pm at the Juneau Senior Center.

The meeting was adjourned at 3:35 p.m.



CITY AND BOROUGH OF JUNEAU, ALASKA
Finance Department – Sales Tax Division
155 South Seward Street, Juneau, Alaska 99801
Phone (907) 586-5265 FAX (907) 586-0365

Important Public Notice
Attention CBJ Senior Citizens
May 2015

The CBJ Assembly recently passed ordinance 2015-17 which limits the CBJ Senior Citizen Sales Tax exemption to only CBJ residents effective July 1, 2015.

To implement this change, it is necessary to issue new tax exemption cards to all CBJ resident senior citizens and their spouses who have previously been issued the sales tax exemption card. No fee will be charged.

New CBJ Senior Sales Tax exemption cards will be issued during the month of June at the following locations and dates from **9am to 4pm**:

Centennial Hall (Hammond Room)	CBJ Assembly Chambers
June 1st, 2nd, 4th, 5th June 8th, 9th, 11th, 12th June 15th, 16th June 22nd, 23rd June 29th, 30th	June 3rd June 10th June 17th, 18th, 19th June 24th, 25th, 26th

You must bring the following in order to be issued a new CBJ Senior Sales Tax Exemption card:

- **Photo ID**
- **Proof of CBJ residency** (AK Driver's License or utility bill)
- **Your Spouse** (If your spouse is under 65 years old)

We also request that you turn in your current CBJ Senior Sales Tax exemption card. **Your current senior exemption card will expire and no longer be valid after June 30, 2015.**

If you have any questions, please call the CBJ Sales Tax Office at 907-586-5265 or email at sales.tax.office@juneau.org.

Presented by: The Manager
Introduced: 05/09/2005
Drafted by: J.W. Hartle

RESOLUTION OF THE CITY AND BOROUGH OF JUNEAU, ALASKA

Serial No. 2279

A Resolution Changing the Age Requirement for Service on the Commission on Aging, Making Other Minor Changes to the Commission's Charge, and Repealing Resolution Serial No. 1121am.

WHEREAS, the Commission on Aging serves as an effective forum for addressing issues relating to aging in Juneau; and

WHEREAS, the Commission on Aging has requested a change in the age requirements for membership on the Commission, and other minor changes to its charge.

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

Section 1. That there is established the Juneau Commission on Aging which shall consist of seven members who shall be appointed by the Assembly for three year staggered terms beginning on June 1, except those first appointed shall be for terms of one, two, and three years as designated by the Assembly. At least four members shall be 65 years of age and three may be 55 years of age or older.

Section 2. That the powers and duties of the Juneau Commission on Aging may include but not necessarily be limited to the following:

- (a) To promote programs which benefit and/or enhance health, safety, and welfare of senior citizens.
- (b) To promote maximum senior citizen participation in planning, development, operation and maintenance of facilities, services and programs designed to serve senior citizens principally.

- (c) To serve as a focal point for coordination of senior citizen functions among the several committees, subcommittees, task groups, city manager, and the Assembly of the City and Borough of Juneau.
- (d) To review and make recommendations upon plans, programs, budgets, staff, property and support facilities, management functions, contractual relationships affecting the senior citizens of Juneau and report findings directly to the Assembly.
- (e) To formulate and recommend to the Assembly a comprehensive areawide plan that identifies the concerns and needs of older Juneauites.
- (f) To collect facts and statistics, and make studies of conditions and problems pertaining to the employment, health, financial security, social welfare, and other concerns that bear upon the well-being of older Juneauites.
- (g) To make recommendations to the Assembly on establishment of special committees and/or task groups to meet both official and voluntary needs for coordination of functions with the Juneau Senior Center; Valley Senior Center; Alaska Housing Finance Corporation (AHFC); Alaska Commission on Aging (ACOA); Alaska Department of Commerce, Community and Economic Development; Alaska Department of Health and Social Services, Division of Senior and Disability Services; AARP; Retired Public Employees of Alaska (RPEA); National Association of Retired Federal Employees (NARFE) and similar groups.

Section 3. The Commission shall select its own officers, and shall hold regular meetings on a schedule established by the Commission as well as such special meetings as required to conduct business.

Section 4. The Manager or his designee shall provide such staff support and assistance for the Commission to the extent funds are available for such support.

Section 5. Resolution Serial No. 1121am is repealed.

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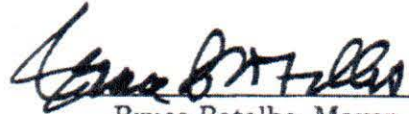
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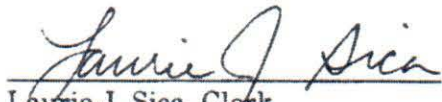
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Section 6. Effective Date. This resolution shall be effective immediately upon adoption.

Adopted this 9th day of May, 2005.


Bruce Botelho, Mayor

Attest:


Laurie J. Sica, Clerk

**SPECIAL ASSEMBLY MEETING
THE CITY AND BOROUGH OF JUNEAU, ALASKA**

Meeting Minutes - April 20, 2015

MEETING NO. 2015-11: The Special Meeting of the City and Borough of Juneau Assembly, held in the Assembly Chambers of the Municipal Building, was called to order at 6:00 p.m. by Mayor Merrill Sanford.

I. CALL TO ORDER / ROLL CALL

Assembly Present: Mary Becker, Karen Crane, Maria Gladziszewski, Loren Jones, Jesse Kiehl, Jerry Nankervis, Merrill Sanford, Kate Troll and Debbie White.

Assembly Absent: None.

Staff Present: Kim Kiefer, City Manager; Rob Steedle, Deputy City Manager; Laurie Sica, Municipal Clerk; Bob Bartholomew, Finance Director; Kirk Duncan, Parks and Recreation Director, Eric Feldt, Planner.

Others Present: Craig Dahl, Juneau Chamber of Commerce (JCoC); Lance Stevens JCoC; Rich Caulfield, University of Alaska Southeast (UAS); Lauren MacVey, Juneau Economic Development Council (JCED); Brian Holst, JEDC; Craig Jennison, Juneau Convention and Visitors Bureau (JCVB); Elizabeth Arnett, JCVB; Bruce Denton, Downtown Improvement Group (DIG) and Glory Hole Board; Jim Ramiel, Downtown Business Association (DBA); Linda Thomas, JCoC, etc.; Wayne Jensen, Alaska Committee; Nicole Grewe, CBJ Planning Commission, USFS; Greg Fisk, DBA, Fisheries Development Committee; Evelyn Russo, DBA; Mitch Jackson, JEDC; Margot Waring, JEDC; McHugh Pierre, Goldbelt, Inc.; Kevin Ritchie, Catholic Community Services (CCS); Rick H (CCS)? Greg Stopher, Southeast Alaska Building Industry (SEABIA); Howard Lockwood; Russ McDougal, Affordable Housing Commission, SEABIA; Eva Bornstein, JEDC...

II. PUBLIC PARTICIPATION ON NON-AGENDA ITEMS

Steven Soenksen, Juneau Legacy Properties, spoke about the Franklin Street project. He said he made an application to CBJ a year ago and paid a fee to the city to pursue a sale of property at the corner of 2nd Avenue and Franklin Street. They met with the Lands Director, and received a timeline. They provided financial information to CBJ. They need an agreement that says the CBJ will sell or transfer property development rights to the property. They had several meetings with financial partners and lenders and while there was much interest, most were looking to see what the city would do to assist with this project. Normal market conditions are sometimes not present in Juneau. This means that the cost of construction and the economics of new construction of multi-family project are higher than can be paid back through rent. The timelines are generally feasible but the reversion clause, even after the commitment of financing, would not work with a normal lender's policy. Also, reversion clauses beyond the sale and transfer of the property would negate any lender's participation. The issue is that we can not get financing, we can not obtain financing until there is a clear transfer agreement from the city and in one year they do not have that. Once there is a term letter of commitment for financing, through the lender, we would have two years to construct the building. We would purchase the property at that point. Any reversion clauses are not workable for us or anyone else. The property has gone back out to the public to see if there is interest from any other parties in the party. He asked the Assembly to look local first as those that were interested in this project are a partnership of business and design professionals to try to help the city solve the

housing problem and it has taken over ten months to produce a sales agreement. Since 1998 over 150 units of housing have gone out of service downtown. In the past 30 years, it is closer to 300, with almost no replacement. The reasons are economics. We need to create a business environment where housing solutions can be funded. At an estimate of \$200,000 per unit, 300 units of replacement housing will cost approximately \$60 million. If including the Willoughby District potential, 400 housing units are needed there. He said he would like to work with the Assembly to figure out how to solve the housing issues in Juneau.

III. AGENDA TOPICS

A. Juneau Economic Development Plan Discussion

Mayor Sanford welcomed all of the participants to the meeting and said he was eager to hear from everyone. He reviewed the contents of the meeting packet, and spoke about the effort to get feedback on the Juneau Economic Plan from various organizations in the community on how those groups could participate in implementation of the plan. He said the plan was a ten year plan and with help, the plan could be accomplished. This meeting was a starting point.

Introductions were made around the room. He asked the group to focus on the Goals and Action items document and invited comments and suspended the rules for casual conversation. One of his goals for the meeting was to identify key players or champions for various action items in the plan.

Ms. Kiefer distributed and reviewed the Assembly goals. 8 of 12 one-year goals relate directly to the Juneau Economic Plan, including adopting the subdivision ordinance, promote housing availability and affordability, adopt economic development plan, provide \$1.5 towards construction of Juneau Housing First, promoting greater availability and affordability of childcare, implement new transit routes and infrastructure improvements, downtown revitalization, and identifying routes and permitting of the Northwest Douglas highway extension. There were other goals that were 2-5 years out that relate, including construction of the North Douglas Highway, downtown parking, investigate park and ride system, continue AJ Mine review, partner with non-profit and other government agencies to address homeless and public inebriate issues, review CBJ's incentive structure for additional housing, and decide access to Pederson Hill and promote co-development.

Ms. Kiefer provided an update on the permitting stage of the West Douglas road extension.

Mayor Sanford said that the North Douglas Crossing was on the back-burner at this time. Mr. Holst said he and Ms. Thomas served on the West Douglas Development Planning Group and JEDC could support that organization were it to be formed again. Mayor Sanford said he did not believe formation of such a group was timely. Margot Waring said the North Douglas Neighborhood Association had not been informed about the West Douglas road extension and would like to participate. Russ McDougal asked if the Lands Committee had discussed land sales in that area. Mayor Sanford said yes, there were lands but this was still a ways out for any development.

Mr. Holst spoke about JEDC's support of the work of the Airport Board. Mr. Stevens said that freight costs were an issue in various parts of the plan and that could not be solely on the Airport Board to handle this issue. Mayor Sanford encouraged the Chamber to participate in this discussion and Mr. Dahl said the Chamber was forming a working group on freight costs

overall and could be assigned various parts of the plan that were interrelated. Ms. Thomas said the issue involved transportation throughout the community and this is a reason to look at West Douglas more. Private industry played a major role in the freight rates.

Regarding Juneau Senior Housing development, Mr. Holst said work on this issue defined in 1-A, B, and C was moving along. Ms. Kiefer said CBJ was meeting with partners for identifying property potentials for use.

Regarding increasing the depth and breadth of local, skilled health care workers, Mr. Caulfield said UAS had programs in a number of allied health fields. Mr. Soenksen said that any number of individuals in the public would be interested in participating or volunteering and he noted mixed generation care facilities - such as senior / child day care combinations. Kevin Ritchie said CCS provided hospice and home care, respite care and CCS was happy to help with transportation and senior center issues - overall CCS was very able to participate in the plan.

Mr. Stevens asked if Objective 2, 3-B involved regulations regarding home health and if this task would include addressing those. Mayor Sanford acknowledged that issue and would look into this. Mr. Jones said that most rules were established by the state due primarily because of medicare regulations.

Regarding Objective 4 - improving senior access to services and activities, Mr. Hold said the collection of data had been done and would be done periodically regarding Juneau senior needs. Regarding the senior transportation services, CCS does significant work in this area, and the city has taken on the supporting role. JEDC would be happy to take on a role if needed but would step aside due to the work of others. Kevin Ritchie said that United Way was working on a senior food program.

The group questioned the intent of Objective 4, Action 4-F. Mr. Kiehl suggested that SAIL had a similar program for those with disabilities.

Regarding Objective 5 to create a talent pool of residents, and to increase opportunities for meaningful volunteer activities, Mr. Holst spoke on JEDC's efforts. Mr. Stevens said that United way had an ongoing program that could be enhanced.

Regarding the goal of prepare and attracting a labor force that fits Juneau's needs, Ms. Becker suggested adding the Alaska Committee to the responsible parties for that goal.

Regarding the goal of increasing childcare, AEYC was added as a responsible party. Mr. Holst said investigation into a 80-100 child daycare facility in Action item 2-B was turning out to be expensive, and it needed existing infrastructure and a subsidy. Ms. Crane said that some businesses should be providing day care, such as CBJ, the hospital, and larger employers in town, and we should take a look at what those types of facilities need. Ms. Troll suggested reworking Item 2-b to incorporate more likely outcomes. There was discussion about adding Juneau School District to many areas of the plan, including Rally and the Afterschool Coalition.

The group continued to work through the sections of the plan and take notes on additional key players and potential champions for action items. [A copy of the roles and responsibilities assigned at the meeting are attached as an addendum to these minutes.]

Mr. Holst walked through a proposal from JEDC requesting funds to implement the plan. He foresaw this as an annual contribution of \$99,600 for each of ten years. He said this was proposed outside of their current core funding because there were many areas of the plan that were new and different in which JEDC could assist the community mobilize the plan. Ideally JEDC would have core budget and an additional supplement for the plan.

Ms. Troll asked if the plan included the additional items for supporting studies and costs to implement specific plan items. Mr. Holst said no. JEDC was already working on many of the initiatives and there would be synergy in adding coordination of community efforts. They wanted to maintain their core functions, and add an element of coordination.

Mayor Sanford spoke about the idea of including an economic development employee within CBJ to implement the economic development plan, including the housing issue. Ms. Kiefer said she looked at bringing back a special projects officer to implement the economic development plan, the NOAA fisheries plan, the housing action plan and the climate action plan. This would be a full time position, range 19, and the cost for salary and benefits would be just a bit over \$100,000.

Mayor Sanford said those were two ideas to implement the economic plan, and there may be other ideas.

Mr. Jennison said that JCVB, Chamber, JEDC, Housing First and Alaska Committee, among others, have gone through this plan and so much has gone back to JEDC. He recommended JEDC's proposal as a way forward that made sense.

Mr. McDougal said JEDC was already moving on these issues and many time hires are made they are outsiders without background.

Mr. Dahl said he agreed with the approach to support coordination by JEDC. There had to be a core place and with central, tight, effective control, JEDC would be in the best position to do this work.

Ms. Troll said either way, it would require a community commitment.

Mayor Sanford said Ms. Kiefer as the City Manager was currently being handed off the plan and in charge of determining any meetings for the plan. Mayor Sanford said he did not want individual department heads of CBJ being contacted directly for work and information about plan activities. The Assembly would consider implementation and move forward within a month to determine a course of action.

Mayor Sanford said on May 6 the Assembly would discuss the JEDC proposal and staff proposal at the Finance Committee meeting.

Mayor Sanford asked that all information on the plan implementation be brought forward to the Committee of the Whole as a method of communication.

The Assembly discussed Assemblymembers taking specific action items as "champions."

Mr. Nankervis preferred topics come back to the Committee of the Whole rather than having individual members champion items as members were subject to terms of office.

Mr. Jones said that the Assembly had to make decisions on the whole and being champions of a part may present some connotation to the community. To put a visible stamp of approval as a champion on a part of the plan may put us in a difficult position when looking at the plan as a whole. We need to present neutrality. We all have areas of expertise.

Mr. Nankervis said any one of the Assemblymembers can ask questions about a specific area and how issues are moving.

Ms. Troll said she was looking at where the natural interests lie and knowing that was helpful to her. She looked at it as a team effort. She would not only wear the fisheries champion hat.

Ms. White said she was very close to the childcare issue as it was a part of her business, as well as the housing issue. It was her area of expertise and the area she had a voice to speak to.

Ms. Becker agreed with Mr. Jones said the Assemblymembers already look into specific items and do research so that should not stop.

Mr. Kiehl said he would like to work with staff on the tax abatement issues.

Mayor Sanford acknowledged the specific interests of Assemblymembers and encouraged the members to participate and provide input on any of the plan initiatives. He did not mind having an interested Assemblymember help to keep the plan rolling forward. The Assembly at the COW, Finance and at its meetings would be making the decisions. He said if Assemblymembers had the time, he encouraged it.

Mayor Sanford said there was significant demonstrated interest in the community on the Juneau Economic Plan and people want to see action. He was delegating his work to Ms. Kiefer from this point forward.

Ms. Gladziszewski said it was slightly unclear about identifying leads on each action item and having the manager be the lead. Mayor Sanford said it was still a work in progress in assigning work items and prioritizing the work to be done. He said it was important to maintain momentum.

IV. ASSEMBLY COMMENTS AND QUESTIONS

None.

V. ADJOURNMENT

There being no further business to come before the Assembly, the meeting adjourned at 9:07 p.m.

Signed: _____
Laurie Sica, Municipal Clerk

Signed: _____
Merrill Sanford, Mayor

Juneau Economic Development Plan – Roles and Responsibilities

May, 2015

This document reflects the discussion at the April 20, 2015 Special Assembly Meeting*

*Objectives and Goals between highlighted sections on pages 10 and 14 were not discussed at the meeting.

Key

Organizations participating in the implementation of the Juneau Economic Development Plan**

****BOLD** indicates lead organization

AARP – American Association of Retired Persons

ABA – Alaska Bar Association

AC – Alaska Committee

ACRC – Alaska Coastal Rainforest Center

AELP– Alaska Electric Light and Power

(AVISTA new owner of AEL&P)

AEYC – Assoc. for the Education of Young Children

AGC – Any Given Child

AHC – Affordable Housing Commission

ALS – Alaska Legal Services

AMA – Alaska Miners Association

AML – Alaska Municipal League

ASC – After School Coalition

BRH – Bartlett Regional Hospital

CBJ – Assembly / Administration

CCS – Catholic Community Services

CCTHITA – Central Council Tlingit & Haida

DBA – Downtown Business Association

DIG – Downtown Improvement Group

GB – Goldbelt, Inc.

JAHC – Juneau Arts & Humanities Council

JCC – Juneau Chamber of Commerce

JCF - Juneau Community Foundation

JCHH - Juneau Coalition on Housing and Homelessness

JCVB – Juneau Convention and Visitors Bureau

JCOA – Juneau Commission on Aging

JEDC – Juneau Economic Development Council

JIA – Juneau International Airport

JSD – Juneau School District

NOAA – National Oceanographic and Atmospheric Administration

PRAC – Parks & Recreation Advisory Committee

SAIL – Southeast Alaska Independent Living

SBA – Small Business Administration

SEAKFB – Southeast Alaska Food Bank

SEALASKA, Inc.

SCSSI – Senior Citizens Support Services, Inc.

SEC – Southeast Conference

SERRC – Southeast Regional Resources Center

SHI – Sealaska Heritage Institute

SLAM – State Libraries, Archives, and Museum

SOA – State of Alaska

TGH – The Glory Hole Homeless Shelter

TM – Trail Mix, Inc

UAS – University of Alaska Southeast

UAF – University of Alaska Fisheries

USCG – U.S. Coast Guard

UW – United Way

YAB – Youth Activities Board

Juneau Economic Development Plan – Roles and Responsibilities

Goal: Support transportation infrastructure-related policies and developments that will provide access to developable land and control or lower the cost of freight shipment into and out of Juneau.		
Objective 1. Proceed with extension of North Douglas Highway, and North Douglas/Gastineau Channel Bridge construction to realize the residential, commercial, transshipment and maritime, industrial, and recreational potential of West Douglas.		
Action 1-A	Maintain strong municipal support for construction of a North Douglas/Gastineau Channel Bridge to accommodate new “nodes” of development in West Douglas. Each node should feature some type of commercial, industrial, maritime, or recreational draw.	CBJ-Assembly/Admin Ongoing and back-burner. Manager potentially recommend FY17 CIP for further road construction.
Action 1-B	Renew the CBJ/Goldbelt MOA concerning West Douglas development, which will expire April, 2015. Beyond that, next steps will include: • <i>Obtaining state, federal and tribal support and funding for project planning and permitting</i> • <i>Design and construction</i> • <i>Environmental impact analysis</i> • <i>State of Alaska best interest finding, and/or other decision document</i> • <i>Permitting</i> • <i>Obtaining the corridor right of way</i> • <i>Detailed design</i> • <i>Construction</i>	CBJ Admin/Assembly, Engineering, Lands GB: Goldbelt has signed unchanged agreement
Action 1-C	Proceed with evaluation of the engineering design and costs, as well as the environmental impacts of a North Douglas Gastineau Channel Bridge crossing. This analysis should consider changed conditions since 2007 when the Vanderbilt Hill Route was selected.	CBJ- Assembly/Admin Ongoing and back-burner. Manager potentially recommend FY17 CIP for study
Action 1-D	Develop public-private partnerships to secure CBJ land and road access, including establishment of a public/private task force to lead West Douglas development planning.	CBJ Assembly/Admin JEDC – Juneau Economic Development Council West Douglas Development Task Force
Objective 2. Complete a JIA Sustainability Master Plan that supports Juneau’s aviation-related business and economic development needs.		
Action 2-A	Ensure the 2016 Airport Master Plan: • <i>Accounts for regional and industry trends and opportunities in cargo, avionics, and fleet changes.</i> • <i>Contains provisions to ensure the airport is a welcoming place for tourists, regional passengers, and an attractive Gateway to Capital City.</i> • <i>Provides efficient, shovel-ready and revenue-oriented lease lot opportunities and configurations.</i>	JIA Airport Board JEDC
Action 2-B	Keep airfares and air freight cost to/from the Capital City as competitive as possible; communicate regularly with airlines about how fuel surcharges are or could change due to declining fuel prices.	JIA Airport Board JCC Chamber of Commerce
Objective 3. Engage in planning, policy-making, and monitoring activities necessary to ensure that marine freight service to and from Juneau is high-quality and the most affordable possible.		
Action 3-A	Assign a central authority to: • <i>Provide a single, consistent place for Juneau (and northern Southeast Alaska) where freight pricing data and concerns can be reported (confidentially if needed).</i>	JCC JEDC

Juneau Economic Development Plan – Roles and Responsibilities

	• <i>Promote better communication and problem-solving to benefit both Juneau and shippers by meeting with AML and Samson Tug & Barge on a semi-annual basis to discuss issues of concern, such as rate trends and opportunities, volumes transshipped, facility needs, and outreach and marketing.</i> • <i>Support opportunities to reduce fuel surcharges coincident with declining fuel prices.</i> • <i>Coordinate shipper-business education, and business-to-business logistics communications/coordination.</i> ○ <i>It will be less expensive to ship 2 pallets once a week, rather than 1 pallet twice a week.</i> ○ <i>Are there any cost-saving opportunities to use back-haul rates by coordinating export transshipment (seafood and alcohol) with imports (lumber, groceries, other).</i> ○ <i>Explore if centralized logistics communication could promote cost savings, such as builders sharing container loads.</i>	
Action 3-B	Explore opportunities to make a public, or private, dock readily available in order to make Juneau more attractive to additional marine transporters.	CBJ – Docks and Harbors Board GB – Goldbelt, Inc. JCC JEDC – Industry Cluster Working Groups

<i>Goal: Facilitate development of services and facilities necessary for residents to comfortably and affordably retire in Juneau. In this way, Juneau seniors can continue to participate in the economy and contribute to the community.</i>		
Objective 1. Support development of a range of housing options and supportive services that meet the needs of Juneau's senior population. (See Housing initiative)		
Action 1-A	Implement recommendations from then 2014 Juneau Senior Housing and Services Market Demand Study, which focuses on senior assisted living housing development.	JEDC CBJ – Assembly/Admin / Lands AHC – Affordable Housing Commission SCSSI – Senior Citizens Support Services, Inc. JCOA – Juneau Commission on Aging
Action 1-B	Identify public/private partnerships, including those to provide land for assisted living development in the community.	JEDC AHC – Affordable Housing Commission SCSSI – Senior Citizens Support Services, Inc.
Action 1-C	Identify alternate funding options for senior housing development. These may or may not include city bonding, grant programs, or other funding sources.	JEDC CBJ – Assembly/Admin / CDD AHC – Affordable Housing Commission SCSSI – Senior Citizens Support Services, Inc. JCOA – Juneau Commission on Aging
Action 1-D	Support independent senior housing, including additional dwelling units (accessory apartments) within seniors' homes.	JEDC CBJ – Assembly/Admin / CDD

Juneau Economic Development Plan – Roles and Responsibilities

Objective 2. Increase the depth and breadth of local, skilled health care workers and services for seniors.		
Action 2-A	Prepare a needs list/gap analysis for senior health care services in Juneau and make it available to entrepreneurs and health care providers.	CBJ- BRH Bartlett Regional Hospital UAS – University of Alaska Southeast JCOA
Objective 3. Develop more in-home care options for Juneau seniors.		
Action 3-A	Ensure CBJ adequately supports home health care for Juneau seniors, including around the clock respite and hospice care.	CCS – Catholic Community Services BRH CBJ – Assembly/Admin / CDD
Action 3-B	Institute a home health care agency.	CCS BRH
Action 3-C	Train a workforce to provide care in assisted living facilities and for in-home care and personal attendants.	UAS CCS BRH
Objective 4. Improve senior access to community-based services and activities.		
Action 4-A	Expand data collection on Juneau senior needs and availability of resources.	JCOA CCS
Action 4-B	Improve Juneau transportation services specifically for seniors. - Regularly update the Juneau Coordinated Human Services Transportation Plan. - Ensure all bus stops and sidewalks in commercial areas are safe and clear of snow and ice. - Provide information to seniors on services available to help access basic needs, include case management in this process. - Evaluate and enhance Care-A-Van service to ensure it meets senior needs, including service schedules and the amount of items clients may transport per trip.	CCS CBJ Assembly/Admin JEDC – Juneau Coordinated Transportation Coalition
Action 4-C	Encourage entrepreneurial solutions to improve senior access to food, such as grocery deliveries, and medical resources, such as prescription deliveries.	JCOA UW – United Way CCS SEAKFB – Food Bank JEDC
Action 4-D	Support meal delivery services for homebound seniors. - Support Meals on Wheels. - Consider a volunteer shopper program.	CCS UW
Action 4-E	Consider a full-service senior center as a central information source and center for activities and services.	JCOA CCS
Action 4-F	Institute a senior-friendly business program.	JCOA JCC CCS SAIL – Southeast Alaska Independent Living

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Objective 5. Increase meaningful opportunities for seniors to be involved in the community through volunteerism, activities, and job opportunities.

Action 5-A	Develop a senior “talent pool” of residents interested in paid jobs and volunteer positions.	JCOA CCS UW JEDC JCVB – Juneau Convention and Visitors Bureau
Action 5-B	Increase opportunities for meaningful volunteer activities.	CCS UW CBJ Assembly / Admin JSD
Action 5-C	Increase opportunities for lifelong learning.	UAS JSD – Community Schools

Objective 6. Prepare the next generation of Juneau retirees

Action 6-A	Coordinate with AARP, UAS, CPAs, estate planning attorneys, and other local financial planners to provide community courses on preparing for retirement.	AARP – American Association of Retired Persons UAS CCS ALS – Alaska Legal Services ABA – Alaska Bar Association
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Goal: Prepare and attract the professional, technical, skilled, entrepreneurial, and creative labor force that Juneau’s diverse employers, businesses, and non-profits need.

Objective 1. Develop a better understanding of the professional, technical, and other workforce needs of Juneau’s key employers, especially state government.

Action 1-A	Develop a “Top Jobs” list for Juneau, which identifies and prioritizes key recruiting and training needs.	JEDC UAS
Action 1-B	Prepare a Juneau State worker position profile. Identify crucial State workforce needs and track/anticipate potential changes in State employment in Juneau.	JEDC UAS AC – Alaska Committee

Objective 2. Increase availability of child care year round, with an emphasis on Kindergarten readiness.

Action 2-A	Continue funding the Hiring Educating and Retaining Teaching Staff (HEARTS) Initiative to train and retain qualified teachers in full-time child care and preschool classrooms.	AEYC - HEARTS
Action 2-B	Collaborate on development of an 80-100 child daycare facility in Juneau. This may include public or private assistance with securing a facility.	AEYC CBJ – Assembly/Admin-CDD – Community Development Department
Action 2-C	Utilize the CBJ lobbyist to push for a revaluation of State of Alaska subsidy rates for child care assistance to reflect current child care market rates.	CBJ Assembly/Admin – Law Department CBJ Lobbyist Juneau Delegation
Action 2-D	Support and expand after school and summer child care options that are compatible with working parent schedules.	AEYC CBJ – Assembly/Admin/Parks and Recreation JSD – Rally Program and ASC – After School Coalition
Action 2-E	Collaborate with child care and pre-K education providers to secure affordable and appropriate space for pre-K programs.	JSD AEYC

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Action 2-F	Encourage employers to provide child care or assistance with child care. Such assistance might mean financial subsidies, family-friendly work schedules, flex time to allow workers to participate in child activities, and child care space near or on-site for larger employers.	AEYC JEDC
Action 2-G	Complete an ordinance and zoning code review to ensure the codes allow for appropriate development of child care facilities.	CBJ Assembly / Admin, Law, CDD
Objective 3. Prioritize an education system that prepares youth to participate successfully in the Juneau workforce, in vocational and professional jobs.		
Action 3-A	Continue to invest in Juneau's education system as a priority, including education-related activities and transportation. Recognize that early education has an important impact on the future Juneau workforce.	JSD UAS CBJ Assembly/Admin JEDC STEM-Science, Technology, Engineering & Math.
Action 3-B	Support and seek additional partnerships that provide STEM and computer training and education, such as the recent CCTHITA, Microsoft Corporation, and State of Alaska collaboration in Information Technology.	JSD UAS JEDC STEM AGC – Any Given Child
Action 3-C	Support experiential learning. This may include development of learn/work partnerships between the high school and local employers so high school students may gain direct experience in the workforce.	JSD UAS JEDC STEM
Action 3-D	Celebrate the variety of Juneau education successes. Make the value of quality education in the community a public education campaign priority.	JSD UAS JEDC STEM SERRC – Southeast Regional Resources Center
Objective 4. Actively support and maintain quality of life infrastructure that attracts and retains a desired workforce.		
Action 4-A	Provide resources necessary for the CBJ Parks and Recreation Department to develop and maintain amenities and activities that contribute to quality of life in the community.	CBJ Assembly / Admin – Parks and Recreation PRAC – Parks and Recreation Advisory Committee YAB – Youth Activities Board TM – Trail Mix, Inc.
Action 4-B	Actively support amenities that attract and retain Juneau's workforce, including recreational, arts, and cultural amenities, such as Eaglecrest, the ice rink, swimming pools, libraries, museums, and outdoor recreation area.	CBJ Assembly / Admin PRAC JAHC – Juneau Arts and Humanities Council YAB, JCVB JEDC DBA – Downtown Business Association SLAM – State Library, Archives and Museums WAC – Willoughby Arts Complex

Juneau Economic Development Plan – Roles and Responsibilities

Objective 5: Take steps to convert the non-resident workforce to a resident workforce.

Action 5-A	Explore ways to increase resident workers in Juneau economic sectors that currently support a large non-resident workforce. Determine housing and lifestyle needs and barriers to these employees becoming year-round residents. Potential focus areas for this effort include: • <i>Mining sector: miners, extraction workers, drillers, machine operators, heavy equipment mechanics.</i> • <i>Maritime industry: ship engineers, sailors, marine oilers, captains, mates, pilots of water vessels.</i> • <i>Construction sector: construction laborers.</i> • <i>Tourism Sector: retail salespeople, bus drivers, servers.</i>	JEDC UAS JCC SEC – Southeast Conference JCVB CBJ Docks and Harbor AC – Alaska Committee AMA – Alaska Miners Association
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Objective 6: Develop the infrastructure needed to support innovation and entrepreneurship.

Action 6-A	Ensure that Juneau residents have access to fast, competitively priced internet service. This is particularly important for businesses and research requiring large amounts of data. • <i>Interview providers and identify Juneau's maximum, average, and minimum internet download and upload speeds and costs.</i> • <i>Identify geographic, hardware, and other factors affecting speed and capacity constraints.</i> • <i>Interview researchers, scientists, those using telemedicine, and those with large data transfer needs who are limited by internet speed and cost to better understand how this limitation is affecting economic and employment opportunities.</i> • <i>Develop an action plan based on data and analysis above.</i>	JEDC JCC UAS CBJ – Admin SEC SOA – State of Alaska BRH
Action 6-B	Facilitate development of shared workspaces in Juneau where entrepreneurs and creative professionals can share ideas and resources.	JEDC UAS

Objective 7: Support adult education, training, and events that increase innovation and entrepreneurial capacity.

Action 7-A	Support competitions, such as the Path to Prosperity, that develop sustainable businesses.	JEDC SBA – Small Business Administration SEALASKA JSD UAS SERRC
Action 7-B	Continue to fund and support an annual Innovation Summit to encourage professional connections and advances within Juneau's key sectors.	JEDC UAS JCC

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Action 7-C	Support development of a Makerspace where designers, artists and engineers can share tools, resources and ideas, and attend classes.	JEDC UAS JSD JCC
Action 7-D	Continue to support entrepreneurship opportunities in Juneau through small business counseling, planning support, site selection, and permitting review.	SBA JEDC JCC
Action 7-E	Develop networking events for entrepreneurs.	SBA JEDC JCC UAS

Objective 8. Enhance access to unconventional and venture capital.

Action 8-A	Support SBA, JEDC, Haa Aani, and other support/programs, including financing for higher-risk or innovative businesses.	JEDC CBJ Assembly
Action 8-B	Publicize venture capital sources that loan in Alaska.	JEDC JCC
Action 8-C	Provide training on the effective use of Peer-to-Peer lending platforms.	JEDC JCC

Goal: Take advantage of Juneau's natural assets and competitive advantages by making tighter connections to basic and applied research, funding, and employment. Strengthen links between Juneau's scientists, researchers, and businesses.

Objective 1. Recognize Juneau as a Research Center of Excellence. Raise awareness in Juneau and beyond about Juneau's research and science facilities, assets, expertise, and activities.

Action 1-A	Pursue formal recognition of Juneau as a Center for Research Excellence by the State Committee on Research and others.	JEDC JCC UAS CBJ Lobbyist
Action 1-B	Juneau as a Center for Research Excellence should be part of Juneau's "brand." Place banner and science display at Bellingham and Juneau ferry terminals, in Seattle and Juneau airports, at DIPAC, UAS, in the annual All About Juneau (JCVB) publication, etcetera to celebrate/market this designation.	JCVB UAS JEDC JCC
Action 1-C	Prepare informational brochure on Juneau as a Center for Research Excellence. Each election cycle, provide to Juneau's elected local, state and federal representatives, with specific desired actions and support regarding research activities in Juneau.	JCVB JEDC UAS JCC.
Action 1-D	Market Juneau's ice field-to-marine ecosystem, including existing research facilities and capabilities, and current basic and applied research work. Focus specific marketing to three targets: research funders and academia, prospective college students, and locally to raise community awareness and pride. "Localize" some materials, for example show residents how federal and state research impacts fish stocks, etc.	UAS JEDC JCC, ACRC – Alaska Coastal Rainforest Center NOAA – National Oceanographic and Atmospheric Administration UAF – University of Alaska Fisheries
Action 1-E	Capitalize on interactions between activity related to Juneau's highly visited and road-accessible Mendenhall Glacier, the Juneau Ice field Research Program, and the	JEDC UAS USFS

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	helicopter supported tourism businesses and visitor treks to the ice field. Develop a Visitor Industry-Forest Service-CBJ-JIRP-UAS climate change and adaptation education center at Mendenhall Glacier Visitor Center as a destination (and a model) for comprehensive research, education, and outreach.	Southeast Conference JCVB JCC
Objective 2. Locate Alaska fisheries science and management jobs in Juneau.		
Action 2-A	Develop clear targets, concise justification, and a course of action. Also coordinate commitments to this objective by our congressional delegation, Governor, University, Juneau leaders, and lobbyists at each level to pursue course of action, including specific encouragement of US Department of Commerce to refill AFSC jobs in Juneau.	CBJ Assembly ;Admin JEDC JCC UAS
Action 2-B	Review and support the ADOLWD “Fisheries Workforce Initiative”.	JEDC UAS JCC SOA
Action 2-C	Identify goals for numbers of new hires, divisions, types of duty-based jobs, and other specific targets. Consider pursuing a research vessel based in Juneau (a compliment to the growing Coast Guard mariner and maritime presence here).	JEDC JCC SBA UAS
Objective 3. Better connect Juneau’s scientists and researchers with business and industry. Conduct applied research to benefit local business’ ability to compete and expand.		
Action 3-A	Connect entrepreneurs with available and underutilized business-oriented R&D funding, including NSF and NIH grants. Host a seminar for small businesses on how to apply for these grants.	JEDC JCC UAS SBA
Action 3-B	Work together to realize the applied research and economic opportunities a Juneau Electric Transportation Research, Business, Education and Transit Park could bring.	JEDC JCC UAS AELP/AVISTA
Action 3-C	Seek opportunities to solicit input from industry on applied research needs and ideas, including in areas of fish oil research for food and pharmaceuticals, resource business management (mining, fishing, forestry) certificate programs, and use of the ferry system for marine experience (Avtec graduates).	JEDC JCC UAS SEC
Action 3-D	Support opportunities for “cross-fertilization” among businesses, scientists, and researchers, such as the Innovation Summits and winter Friday evening firesides at Mendenhall Visitor Center, etc. These events spur innovation and entrepreneurship.	JEDC JCC UAS SBA USFS
Action 3-E	Identify sources for seed funding in Southeast Alaska in order to support initial research or data gathering in preparation for larger grants.	JEDC JCC UAS SEC

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Goal: Build on our strengths to expand business opportunities where we have natural/competitive advantages.

Objective 1: Increase independent visitor travel to Juneau. [This page through page 14 not discussed at meeting.]

Action 1-A	Support JCVB in developing stronger independent visitor marketing programs. Target markets are summer visitors arriving by plane, ferry, and yacht; winter visitors, especially from neighboring communities and the Yukon; fall, winter, and spring conferences and conventions.	MS: JCVB, JEDC, JCC MO: JCVB, Docks and Harbors, Admin
Action 1-B	Support Eaglecrest and other winter activity providers in efforts to attract regional and other visitors during the winter sports season.	MS: JCVB MO: Assembly, Eaglecrest Board JEDC: JEDC would like support to expand the Visitor Products Cluster to include an Initiative to support winter activity providers and attract winter visitors.
Action 1-C	Support transportation systems that provide better access from the ferry terminal to commercial centers for residents of outlying communities.	MO: Assembly/Admin
Action 1-D	Work with the USFS to improve facilities at the Mendenhall Visitors Center, to enhance the visitor experience for package and independent visitors alike.	MS: USFS, JEDC MO: JCVB, USFS JEDC: JEDC supports an implementation team for the following industry initiative: Defining a climate-resilient future for Mendenhall Glacier Visitor Center. JEDC would like to continue its support for facilitating this Visitor Products initiative team.

Objective 2: Create more value from seafood and other maritime resources and services.

Action 2-A	Work with the seafood industry to identify additional value-added opportunities and light manufacturing enterprises.	MS: JEDC, SEC, Fisheries Comm. MO: JEDC, Fisheries Comm., Docks & Harbors JEDC: In 2014, JEDC, with the state of Alaska, organized a trip to Iceland for processors to see examples of full utilization of ocean product harvests. JEDC supports an implementation team for the following industry initiative: Value added Seafood By-product Development. JEDC would like to continue its support for facilitating this Ocean Products initiative team.
Action 2-B	Increase the amount of commercial fish by-product utilization and simultaneously reduce waste streams.	MS: JEDC, SEC, Fisheries Comm. JEDC: In 2014, JEDC, with the State of Alaska, organized a trip to Iceland for processors to see examples of full unitization of ocean product harvests. JEDC supports an implementation team for the following industry initiative: Value added Seafood By-product Development. JEDC would like to continue its support for facilitating this Ocean Products initiative team.
Action 2-C	Work to enhance Juneau's under-developed capacity to provide repair and maintenance services to Juneau large fleet of commercial and recreational vessels, including boat lifting capacity and uplands work areas.	MS: JEDC, SEC, Fisheries Comm. MO: Docks & Harbors, UAS JEDC: With funding, JEDC can support docks and harbors' efforts to create a long range plan for the development of the area between the Douglas Bridge and Norway Point by developing an asset map and registry of available repair, maintenance and available work areas for commercial and recreational vessels; inventory demand for services; and identify any gaps in service.

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Action 2-D	Work to increase capacity to move fresh fish out via airfreight. Work with air carriers to provide regular service with guaranteed space for fish.	MS: JEDC, SEC, Fisheries Comm., AK Airlines MO: JEDC, Airport JEDC: JEDC would like to work with air carriers to provide regular service with guaranteed space for fish.
Action 2-E	Assist local processors in increasing utilization of fish. Learn from other countries, such as Iceland, which are near 100 percent utilization.	MS: JEDC, SEC, Fisheries Comm. MO: Fisheries Comm., SEC JEDC: In 2014, JEDC, with the State of Alaska, organized a trip to Iceland for processors to see examples of full utilization of ocean product harvests. JEDC supports an implementation team for the following industry initiative: Value added Seafood By-product Development. JEDC would like to continue its support for facilitating this Ocean Products initiative team.
Objective 3: Build Juneau's role as a regional arts and culture hub.		
Action 3-A	Support development of the Willoughby District as a focal point for community arts and humanities activity through a cluster of adjacent art and culture related facilities, including a new Performing Arts Center, KTOO and its 360 North Studio, the newly constructed State Library Archives Museum, and the CBJ Convention Center.	MS: CCTHITA, CBJ, JAH, UAS MO: CBJ, JAH, State of Alaska, KTOO News JEDC: JEDC currently facilitates, and will continue to facilitate, a quarterly Willoughby stakeholders meeting. With funding, JEDC could assist with implementing elements of CBJ's Willoughby District plan.
Action 3-B	Support Juneau's development and image as a center for Pacific Northwest Tlingit, Haida, and Tsimshian traditions and art. Build on the powerful presence of the new Walter Soboleff Center as a research and cultural center. Support the role played by UAS in growing the capacity of Native Alaskan artists by offering a Northwest Coast Native Arts Minor and Occupational Endorsement on the Juneau campus, as well as developing a Tlingit language program.	MS: CCTHITA, CBJ, JAH, UAS MO: UAS, SHI, Goldbelt, CCTHITA, Sealaska JEDC: JEDC received grant funding from the Rasmuson Foundation to convene members of the regional arts and culture industry to lay the ground work for an Arts and Culture Cluster Working Group. At the meeting held during the 2015 Innovation Summit, attention was focused on making Juneau the Northwest Coast Arts Capital of the World. JEDC will continue to pursue grant funding to further this and other initiatives developed by an industry Cluster Working Group.
Action 3-C	Become a recognized center/hub for Northwest Coast and other arts by hosting cultural events, festivals, and workshops.	MS: CCTHITA, CBJ, JAH, UAS MO: JAH, SHI, Goldbelt, CCTHITA, Sealaska, JEDC JEDC: Sealaska Heritage has identified this as a goal for Juneau. With funding, JEDC can support realization of this vision.
Action 3-D	Build the connection between Juneau's growing role as a center for NWC arts and Southeast Alaska's independent visitor market. - Consider opportunities to build connections between Juneau's growing senior population and the arts, in terms of participation in the arts, art production, volunteer activities, etc. - Enhance connectivity between Juneau's art venues and assets, through signage, transportation services, transportation assistance, etc. - Development a strategic plan for "marketing" Juneau to the arts world. The plan must be based on an understanding of	MS: CCTHITA, CBJ, JAH, UAS MO: CCTHITA, SHI, JAH, Sealaska, JCVB JEDC: JEDC received grant funding from the Rasmuson Foundation to convene members of the regional arts and culture industry to lay the ground work for an Arts and Culture Cluster Working Group. JEDC is currently seeking funding to develop this cluster as an expansion of its Southeast Cluster Initiative. In conjunction with this work, JEDC would like support to develop a strategic plan for marketing Juneau to the arts world and to pursue connections between Juneau's growing senior population and the arts.

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who consumers of our art are (or could be), including outside art dealers and art institutions to Juneau from Outside. Also target non-local artists.

Goal: Build on our strengths to expand business opportunities where we have natural/competitive advantages.

Objective 4: Enhance mining's role in Juneau's economy.

Action 4-A	Determine financial feasibility and gold price thresholds required for profitable development and operation the AJ Mine. After that consider if and when it might be in the best interest of the community to develop the mine.	MS: CBJ Engineering, Mine Group MO: Assembly, Admin/Engineering
Action 4-B	Identify ways the mines can support and grow local business opportunity through their purchase and employment practices (support JEDC's work in this area).	MS: CBJ Engineering, Mine Group MO: JEDC JEDC: JEDC supports an implementation team for the following industry initiative: Hold Mining Procurement Event . JEDC would like to continue its support for facilitating this Mining Services and Supply initiative team.
Action 4-C	Assist in transitioning more of the mining industry's workforce to become residents (working closely with efforts related to the housing initiative).	MS: CBJ Engineering, CDD, Mine Group, JCC JEDC: With the cooperation of Greens Creek and Kensington mines, JEDC can interview non-resident employees to identify reasons for not choosing to live in Juneau and identify possible actions to increase the number of workers staying in Juneau.
Action 4-D	Identify what other amenities/issues aside from housing, such as child care, should be addressed to induce more mine families to live in Juneau.	MS: CBJ Engineering, CDD, Mine Group, JCC JEDC: JEDC would like support for a possible survey of mining employees to identify issues to be addressed.
Objective 5: Leverage Juneau's role as a financial asset hub.		
Action 5-A	Research ways to draw to Juneau more of expertise engaged in managing the \$100 billion in financial assets under State of Alaska control.	MS: CBJ Finance, JCC, JEDC JEDC: JEDC would like support to conduct this research.

Goal: Maintain state government employment and real wages in Juneau and "brand" Juneau as a great Capital City.

Objective 1. Make Juneau the best possible Capital City.

Action 1-A	Conduct annual independent surveys of legislators and staff to identify key issues affecting the quality of their experience and seek input on how to enhance their "Capital experience."	MS: AK Committee, JCC, JEDC MO: AK Committee JEDC: In coordination with the Alaska Committee, JEDC is currently implementing the Visitor Satisfaction Survey for the third time in six years, providing data on the views of business visitors concerning the quality of their experience in Juneau. JEDC would like to be funded to expand its analysis to survey legislators and staff.
Action 1-B	Incorporate Capital/Legislature-related needs and priorities into downtown revitalization efforts, especially around housing, parking, and business services, etc.	MS: AK Committee, JCC, JEDC MO: CBJ, ongoing Juneau Delegation, Alaska Committee JEDC: JEDC facilitates a taskforce of staff, board members and downtown residents and small business owners that is

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		organized into working groups to implement specific action initiatives. In addition, JEDC works with several groups supporting the revitalization of downtown, including DBA and Alaska Committee. JEDC would like funding to facilitate development and implementation of initiatives related to Capital/Legislature-related needs as an expansion of those efforts.
Action 1-C	People from around the state need access to the Capital. Continue to support efforts that connect Alaskans with their Legislature during the session, including Gavel-to-Gavel and its migration to smartphone and web viewing, the Constituent Airfare program, and other programs. Make Juneau accessible for all means of transportation and communication (such as two-way video communication and 'Closed Caption' and other forms of remote and in-person hearing assistance).	MS: AK Committee, JCC, JEDC, CBJ Parking MO: CBJ, ongoing, AK Committee
Action 1-D	Continue to provide financial support to the Alaska Committee. Also consider best uses of Capital Foundation funds to achieve this objective.	MS: AK Committee, CBJ Assembly MO: CBJ, ongoing
Action 1-E	Initiate a long-range Capital facility improvement planning process. While construction of a new Capitol building on Telephone Hill may yet be years into the future, it is important to have a coordinated plan for maintaining and enhancing Capital and related state government facilities in Juneau, including Willoughby District offices.	MS: CBJ, JCC, JEDC MO: CBJ
Objective 2. Enhance Juneau's capacity to provide the labor force necessary to meet state workforce needs.		
Action 2-A	Develop a profile of state workers in Juneau by age and job classification. Identify areas where retiring workers are likely to leave the largest skill/education/experience gap. Consider broadening this exercise to include federal government.	MS: CBJ CDD, JEDC, JCC JEDC: With funding, JEDC can work with DOL to gather this data as far as it is available.
Action 2-B	Prepare a state government workforce development plan to fill anticipated gaps left by retiring workers. Coordinate this plan with the Housing Development and Next Generation Workforce initiative in this plan.	MS: CBJ CDD, JCC, JEDC MO: JEDC, UAS
Action 2-C	Monitor and support efforts to make state government wages and benefits attractive and competitive.	MS: JEDC, JCC MO: JEDC, CBJ SOA
Objective 3. Maintain an on-going program to track state job transfers and new position creation.		
Action 3-A	With the assistance of the Alaska Department of Administration, Division of Personnel, track movement of state jobs out of and into Juneau.	MS: CBJ Assembly, CDD, JCC, AK Comm delegation JEDC: JEDC will continue to monitor this information, which has been actively tracked by the Legislative Delegation.
Action 3-B	With the assistance of the Alaska Department of Administration, Division of Personnel, track new state job formation needs across Alaska and identify opportunities for location-neutral jobs based in Juneau.	MS: CBJ Assembly, CDD, JCC, AK Comm delegation

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Action 3-C	Closely monitor and engage in decisions about where commissioners live, as jobs often follow the commissioner. Apply political pressure where possible to keep commissioners based in Juneau.	MS: CBJ Assembly, CDD, JCC, AK Comm delegation
Objective 4: Brand and market Juneau as a desirable place to live, work, raise a family, recreate, and start a business.		
Action 4-A	Enhance and coordinate current Juneau branding efforts by JCVB, JEDC (“Choose Juneau”), JAHC, Juneau Chamber of Commerce, UAS and others to develop an overarching highly web-visible brand for the community. Focus brand on Juneau as Alaska’s Capital, a Center for Science and Research, a vibrant arts and culture destination, and a place with diverse recreational assets and opportunities.	MS: JCVB, JEDC, JAHC, JCC, UAS MO: JCVB, JCC, JAHC, CBJ JEDC: JEDC developed the Choose Juneau concept, in coordination with other partners. With funding, JEDC can restart and build on current Juneau branding efforts.
Action 4-B	Lead or participate in branding effort to create a regional identity, with focus on the arts, fisheries, and other regional strengths/assets.	MS: JCVB, JEDC, JAHC, JCC, UAS JEDC: With funding, JEDC can coordinate this effort.

Goal: Revitalize Downtown, building the link between economic vitality and livable, mixed-use neighborhoods.

Objective 1. Develop and implement a CBJ downtown improvement strategy. [This is the “restart” point discussed at meeting.]

Action 1-A	Begin downtown neighborhood and business plan process by August 2015. Include a funding commitment, identification of project partners, and project scope. Take into account Willoughby District planning and the waterfront in the plan.	DBA DIG – Downtown Improvement Group CBJ Assembly/Admin – CDD JEDC JCC
Action 1-B	Assign a staff member in the CBJ community development department to oversee downtown planning and improvement and to act as a liaison between the downtown neighborhood and city government. This position will also work with JEDC in their downtown revitalization efforts.	CBJ Assembly/Admin – CDD
Action 1-C	Identify and apply for grant funding to supplement downtown planning.	JEDC CBJ Assembly/Admin DBA

Objective 2. Establish and maintain a safe, clean, attractive city center.

Action 2-A	Establish a dedicated, funded, entity to oversee downtown improvements. This entity may be housed solely within CBJ, within an existing organization, such as JEDC or the DBA, or may be a newly created organization, such as a Local Improvement District (LID) or Business Improvement District (BID). Depending on the selected structure, it may make sense to incorporate a Main Street program structure. Whichever entity is established will facilitate completion of other actions within this objective. This entity will, among many tasks, track downtown statistics, develop strategies to address downtown issues, market and promote downtown, and advocate for development and improvement strategies that strengthen downtown as Juneau’s city center.	JEDC CBJ Assembly/Admin DBA DIG
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Action 2-B	Consider instituting a free outdoor public Wi-Fi zone in the downtown commercial core. Such a service is attractive for both tourists and legislative visitors, will help disperse summer crowding on sidewalks around Wi-Fi access points, and supports contemporary business internet use patterns.	CBJ Assembly/Admin/LAW/CDD JCC DBA DIG
Action 2-C	Establish a CBJ facade improvement loan program to stimulate investment in downtown properties.	JEDC JCC CBJ Assembly / Admin - CDD
Action 2-D	Activate vacant storefronts and blank walls.	DBA DIG JCC JEDC JAHC CBJ Assembly,/Admin - CDD
Action 2-E	Actively and aggressively address behavioral issues downtown through enforcement, coordination with social service organizations for behavioral health response, and explorations of homeless shelter models that include support for the chemically-dependent population (such as housing first concepts).	CBJ Assembly/ Admin- CDD-JPD – Juneau Police Dept. BRH TGH – The Glory Hole Shelter DIG JEDC
Action 2-F	Arrange for winter snow and ice removal from sidewalks with downtown property owners.	Property Owners CBJ Assembly / Admin – Public Works
Objective 3. Establish a diverse mix of housing units in downtown Juneau's commercial core, with an emphasis on housing in existing infrastructure. See Housing Initiative.		
Objective 4. Manage downtown transportation to ensure circulation that enhances business activity and accommodates residents.		
Action 4-A	Establish a new downtown parking management system and continue collecting parking data downtown.	CBJ Assembly/ Admin- Engineering and Public Works -CDD DBA DIG
Action 4-B	Continue transit service in downtown that allows access to the core commercial district.	DBA DIG CBJ Assembly/ Admin- Engineering and Public Works -CDD JEDC

Goal: Break down the housing barriers that are dampening economic growth.

Objective 1. Complete a housing action plan, followed by action.

The Housing Action Plan is expected to cover a broad range of housing needs; from an economic development standpoint, key housing needs are for those earning at or less than area median income, those wanting to purchase first-time affordable homes, special populations downtown, and options for seniors (small dwelling units in walkable areas, mixed-age housing/co-housing, etc.).

Action 1-A	Establish goals and specific targets for types of housing and in specific locations (use current housing supply and demand and current and projected demographics).	AHC JEDC CBJ- Assembly / Admin-CDD
Action 1-B	Prepare an up-to-date inventory of current housing programs, vacancy rates, and financing.	AHC JEDC CBJ- Assembly / Admin-CDD
Action 1-C	Review and analyze reasons behind Juneau's housing shortage.	AHC JEDC

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Action 1-D Systematically identify and evaluate tried and true and newer tools to address housing gaps. • Discuss and vet options to identify tools that will be most effective and acceptable to the CBJ to fill gaps. Discuss and vet with elected officials, public, and stakeholders. • Identify our housing ‘strategic interventions’, sources of funding, and list who-what-when-and how. • Poise the CBJ for success by soliciting “champions” committed to leading the effort. • Identify metrics to measure progress. • Identify who will collect data and identify periodic assessment of progress.	CBJ- Assembly / Admin-CDD AHC JEDC CBJ- Assembly / Admin-CDD
Objective 2. Provide Assembly leadership and JEDC and CBJ staff time and support to develop assisted living facilities in Juneau.	
Action 2-A Provide active CBJ leadership and support for facility development.	CBJ- Assembly / Admin-CDD JEDC
Action 2-B Support efforts to market the Senior Housing+Services study results and attract assisted living developers to Juneau.	JEDC CBJ- Assembly / Admin-CDD
Action 2-C Assign CBJ staff to usher assisted living facility project(s) through review & approval processes.	
Objective 3. Determine why the non-resident workforce is not living in Juneau and identify a subset of causes that are housing-related. Develop a plan to address this issue.	
Action 3-A Target 1-3 sectors and interview respective employers, business owners, and employees to identify factors causing employees to choose to live outside Juneau.	JEDC JCC
Action 3-B Discuss results with builders, the affordable housing commission, Assembly, and others as appropriate to determine which (if any) issues identified merit CBJ action.	JEDC JCC
Objective 4: Understand housing needs for the homeless, low-income, and special needs populations.	
Action 4-A Include these types of housing in the Housing Action Plan.	AHC JEDC CBJ- Assembly / Admin-CDD
Action 4-B Support the development of Housing First for the known gap and most expensive users of public resources.	AHC JEDC CBJ- Assembly / Admin-CDD CCTHITA JCF - Juneau Community Foundation TGH JCHH - Juneau Coalition on Housing and Homelessness
Action 4-C Encourage local government (Juneau Affordable Housing Fund, Community Development Block Grant, etc.) and community resources (local donations, Juneau	CBJ- Assembly / Admin CCTHITA JCF

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Community Foundation) to contribute to development of housing for the homeless, low-income, and special needs populations.	
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