

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

December 7, 2019 9:00 AM

Bartlett Regional Hospital Board Room
Assembly Goal Setting Retreat 2020

I. CALL TO ORDER / ROLL CALL

II. AGENDA TOPICS

- A. Progress Update on 2019 Goals**
- B. Financial Overview**
- C. Assembly Goal Setting**
- D. Assembly Comments**

III. PUBLIC PARTICIPATION ON NON-AGENDA ITEMS

IV. 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

Assembly Goal Setting Retreat 2020
9:00 am to 2:00 pm
Bartlett Regional Hospital Board Room

Agenda

- I. Call to Order
- II. Progress update on 2019 Goals
- III. Financial Overview
- IV. Assembly Goal Setting
- V. Assembly Comments
- VI. Public Participation on Non Agenda Items
- VII. Adjourn

Welcome to our goal setting section of our retreat

Chance to work together

Look at goals and brainstorm as a group

Remember that our time, and staff time, is limited – let's focus our time productively

Work in groups of three and look at each goal individually. The groups are predetermined and everyone will work with everyone else by the end of the session. We will have three main sections. Mila will assign you a number.

- Phase 1 looking at our current goals and implementing actions.
- Phase 2 facilitated consolidation of any additional implementing actions, discussion if needed for clarity, and review to see if we find any holes.
- Phase 3 multi voting to determine what, if anything, will be added to the list of 2020 Goals & Implementing Actions.

Phase One: (1.5 hours)

Phase one looks at existing goals and implementing actions. Questions the group should discuss:

- Do we want to keep this goal?
- Do we need to remove any implementing actions that have either been completed or are no longer relevant?
- Are there any implementing actions that need to be added?

Note: The Assembly should stay at the policy level if at all possible and not go too far down in the weeds. We can direct staff to go into the weeds, but we should stay at the policy level. During this Phase, if implementing actions are added under a goal, the group can discuss to clarify, but this is not the time to agree or disagree about the addition.

How this will work. We will split up into three groups. Mila will tell us which group we are in for each goal. A reporter will be appointed for each group. We will have ten minutes to look at the goal and talk about it and the implementing actions under it and see if it has been completed, is still in progress and stays, should be removed, or if items need to be added.

After ten minutes, the recorder will have one minute to report to the main group. Discussion at this time is only for clarity of concept and not whether we agree or disagree.

Then we will be reassigned to our next group, move to the next goal and identify a recorder. Repeat.

(Facilitator's note: while the group works, consolidate the sheets from the first round. The final page should include both the existing implementing actions as well as any additions, tweaks and deletions.

10 minute break

Phase Two: (30 – 45 minutes approximately)

After we have done all the goals, we will come back as one body and pull together any added implementing actions into a single list. We'll discuss as we go to seek clarity and consolidate as needed. Then we will have a brief discussion to see if we've missed any key items.

Go over each goal and gain consensus that the facilitator has consolidated appropriately and that everyone is clear on what each addition means. If there are missing items, add them in at this point.

Break to get lunch—while getting lunch, think about anything we missed.

Phase Three (30 minutes approximately)

Assembly members will vote on their top 3 choices for each category including all the old goals and the newly added items. Mila will give us instructions at that time on how to proceed with the multi voting process.

Votes will be tallied.

Post Meeting

Deputy City Manager will consolidate lists, update electronic version of the 2020 Goals and send to the Assembly for review and comment. The Assembly will take action to adopt at its December 16, 2019 meeting.

Assembly Goals 2019

Assembly Goals set at
December 1, 2018 retreat

Updated November 4, 2019

1. Housing - Assure adequate and affordable housing for all CBJ residents

AA*	Implementing Actions	Responsibility	Notes:
A P/F	Prioritize Housing Action Plan strategies	Assembly, Manager's Office	Completing or completed senior tax abatement, senior land purchase, Pederson Hill, Unit Lot subdiv ord.; upcoming is AHF, Senior Land disposal. Ongoing accessory apt. grants, Mobile Home loan program, Blueprint Downtown.
B P/F	Improve downtown housing (examples: Gastineau properties, incentives)	Assembly, Manager's Office, Finance	Focus during/after Blueprint. FYI funds coming in on schedule from Gastineau litigation.
C P	Examine status of Affordable Housing Commission.	Assembly, Manager's Office, Affordable Housing Commission	Done
D P/F/O	Identify next CBJ owned area for residential development/disposal.	Assembly, Manager's Office, Lands	Consider after Pederson sale, Assembly Committee meetings with developers.

2. Economic Development - Assure Juneau has a vibrant, diverse local economy

AA*	Implementing Actions	Responsibility	Notes:
A P/F/O	Prioritize items to implement the Juneau Economic Development Plan	Assembly, Manager's Office	These goals effectively do this.
B F	Evaluate next steps & benefits with the West Douglas road and Channel Crossing	Engineering	Funds appropriated in CIP in FY18, in long discussion with DOT/PF. Awaiting their decision on the process.
C P/F	Develop goals for tourism marketing & independent travelers	JEDC, JAHC, TJ	KPIs at COW in the fall, will be imbedded in FY20 MOA with TJ.
D P/F	Complete work of Childcare Committee and act on the recommendations	Assembly	Assembly completed initial committee work. Assigned project to staff who reported out at the 10/28 COW. On schedule to target solutions and funding in FY21.
E O	Develop a Downtown Transportation Plan to include parking strategies, parking structures, park & ride, circulators, etc.	Manager, Lands, Engineering/Public Works	Public Safety building torn down, VTC under planning, bid on Subport which could host transportation elements.
F P/F	Explore CBJ participation in building the new JACC		Ballot 2019
G F/O	Update the Comprehensive Plan	Assembly, CDD, Planning Commission, Manager's Office	Partial funding in FY19 budget.
H O	Area Plans: Complete Downtown Area plan, followed by Douglas and Valley area plans.	CDD, Planning Commission, Manager, Assembly	Downtown Blueprint project has kicked off. Tentative completion date is Winter 2020. Remaining plans are placeholders and may be adjusted.
I O	Identify future industrial land	Lands Office, CDD	Update fall 2019, Lands Committee
J F/O	Revitalize Downtown based on Blueprint	CDD, Engineering/Public Works, Lands, Planning Commission, Manager's Office, Law, Assembly	Awaiting outcome of planning process.
K S	Secure the \$22 million of diverted Juneau Access funds for transportation infrastructure projects for the community.	Assembly, Manager's Office	Awaiting actions by the State regarding AMHS and potential Cascade Point terminal.
P	Explore viability of a summer operation plan for Eaglecrest Ski Area	Assembly, City Manager, Eaglecrest Board, Eaglecrest General Manager	Assembly is reviewing Eaglecrest Plans.
P	Visitor Industry Taskforce	Assembly, Manager's Office	Assembly appointed committee is just beginning work.

*Assembly Action to Move Forward: P = Policy Development, F = Funding , S = Support, O = Operational Issue

Assembly Goals 2019

Assembly Goals set at
December 1, 2018 retreat

3. Sustainable Budget and Organization - Assure CBJ is able to deliver services in a cost efficient and effective manner that meets the needs of the community

AA*	Implementing Actions	Responsibility	Notes:
A	F/O Work on business case for consolidated City Hall	Manager's Office, Engineering & Public Works	Continue public effort in Fall 2019, publicly evaluate issues and options. If supported, Ballot 2020 is potential option.
B	F/O Maintain Assembly focus on deferred maintenance.	Manager's Office, Engineering/Public Works, Parks and Recreation, Airport, Docks and Harbors, Eaglecrest. BRH, JSD	Done. Maintained in FY19 CIP. Took action on utility rates.
C	P/F Protect Budget reserves	Assembly, Manager's Office, Finance	Protected by Assembly. Under threat from Governor's vetos/State of Alaska.
D	F/O Upgrade CBJ Technology- online payments, website updates	Manager's Office, MIS, Library, JPD	Ongoing.
E	P Look at Sales Tax structure (internet sales tax, no sales tax on food, etc.)	Assembly, Manager's Office, Finance	Staff working AML process for internet sales tax.

4. Community Wellness/Public Safety - Juneau has a local environment that is safe and welcoming for all citizens

AA*	Implementing Actions	Responsibility	Notes:
A	F/O Partner with non-profits and other government agencies to address the use of opioids and meth in our community. Focus on what BRH's role should be.	Assembly, Manager's Office, BRH, Community partners	JOWG meets regularly.
B	F Partner with non-profits and other government agencies to support efforts to address community members who are unsheltered and other vulnerable populations (substance abuse, mental health, etc.)	Assembly, Manager's Office, BRH, Community partners	Losing ground due to homeless/vulnerable population increase/changes reduction in State funding from Governor's vetos. HF Phase 2 under construction. Increased focus likely required in FY19.
C	P/F/O Develop strategies to reduce and deal with the impacts of crime in the community.	Assembly, Manager's Office, Law, JPD, Community Partners	State passes HB49. JPD has partnered with state and federal resources to reduce drug trafficking. Part 1 crimes down in last reporting cycle.
D	F Focus on first responder recruitment and retention strategies.	Manager's Office, JPD, CCFR, HRRM	Improved staffing, retention strategies, new contract completed with PSEA and IAFF.
E	P/O Look into sidewalk accessibility, particularly as it relates to snow, ice and litter. Explore compliance and enforcement issues.	Manager's Office, CDD, Engineering/PW, JPD	
F	P/F/O Review public safety taskforce recommendations	Assembly, Manager's Office, JPD	Done. Decreased staffing shortage, increased effort on recruitment.

5. Sustainable Community - Juneau will maintain a resilient social, economic, and environmental habitat for existing population and future generations.

AA*	Implementing Actions	Responsibility	Notes:
A	P/F Follow & Implement Juneau Renewable Energy Strategy	Assembly, Manager's Office	Funding in FY20 CIP
B	P/F/O Develop and implement a CBJ energy management program.	Assembly, Manager's Office, all departments	
C	P/F Investigate what it would take to plug in cruise ships.	Assembly, Manager's Office, Docks and Harbors	Funding in FY20 CIP
D	P/F Develop steps to shift public and private transportation toward renewable energy sources.	Assembly, Manager's Office, Community Partners	Funding in FY20 CIP
E	P/F/O Develop and implement/update a climate change impact and mitigation plan	Assembly, Manager's Office	Funding identified in FY20 CIP to update climate impact study.
F	P/F/O Develop solid waste strategy including plans to increase recycling.	Assembly, Manager's Office, Engineering/PW	Continuing work on consolidating recycleworks at landfill. Junk cars rising in priority, updates to program will be proposed Fall 2019.
P	Develop a single use plastics program	Assembly, Manager's Office	In progress

*Assembly Action to Move Forward: P = Policy Development, F = Funding, S = Support, O = Operational Issue

GOALS UPDATED: NOVEMBER. 4, 2019

MEMORANDUM



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Voice (907) 586-0220
Fax (907) 586-5385

Date: October 15, 2019

TO: Committee of the Whole

FROM: Scott Ciambor, Chief Housing Officer 

Re: Housing Action Plan Update

Dear Committee of the Whole:

As part of CBJ Assembly goals for housing, this memo and packet provides updated information about the status of Housing Action Plan activities.

CBJ Assembly Goals – Housing (2018-19)

1. Prioritize Housing Action Plan strategies
2. Improve downtown housing
3. Examine status of Affordable Housing Commission
4. Identify next CBJ-owned area for residential development/disposal

CBJ Housing Action Plan Strategies

The CBJ Housing Action Plan was adopted by resolution on December 9, 2016.

The Housing Action Plan includes 66 strategies and lists an overall goal of developing 1,980 newly constructed units for all housing types by the 30-year mark.

- **HAP Activities:** In your packet is a list of activities in the past year that coincide with strategies in the Plan.
- **Housing Data:** Included in the packet is some recent housing indicators/data of interest.

Topics of Interest for Future Assembly Consideration

In the past six months the following issues or activities have come up as topics of interest for Assembly consideration as it prepares for next years' goals. All coincide with strategies in the Housing Action Plan.

- Senior Housing Assisted Living Project (sealed competitive bid due date: November 21)
- Juneau Affordable Housing Fund
- Tax abatement incentive for housing/downtown housing
- Impact/issues surrounding short-term rentals (Airbnb)
- Regularly updated housing data reports

Housing Action Plan 2019 Update (Updated: Jan. 15, 2019)

Housing Action Plan			
Chapter 1 Formally Adopt Housing Action Plan	Strategies	Status	Metrics
	1a. Complete the Plan 1b. Measure Progress of Plan for update to Assembly	1a. Completed: Resolution 2780 passed by CBJ Assembly December 19, 2016 1b. <i>2-year update in process by Chief Housing Officer</i>	1a. Public Meetings, Planning Commission Endorsement, and Assembly Endorsement. 1b. Report Card
Chapter 2 Juneau Affordable Housing Fund	Strategies	Status	Metrics:
	2a. Increase the Fund Capital: - Sales tax - State, Federal, Private Grants - Surcharges on premium homes - Business community contributions - Sale of CBJ Land - Bed tax/AIR BNB taxes - Voter approved bonds - Real estate transfer fees	2a. - Sales Tax : 2017 1% sales tax: \$2 million over five years <i>State, Federal, Private Grants – ongoing</i> <i>Sale of CBJ Land – ongoing</i> Not Addressed: Surcharges on premium homes, business community contributions, bed tax/AIRBNB taxes, voter approved bonds, real estate transfer fee	2a-d: # of annual projects supported by the Fund - Breakdown of unit tenure and types of projects supported by the Fund - Dollars leveraged by fund resources - Sustainability of the Fund
	2b. Broaden scope of fund	2b. 2018: JAHF Program changes that 1) increase the level of grant/loan funding available; 2) implement consistent timeline and application process; and 3) clarify program terms for development community.	* Annual JAHF report to Assembly once new annual process begins.
	2c. Prioritize fund for new fair market workforce and senior housing for <80% AMI	2c. <i>Included in 2018 program changes in 2b</i>	
	2d. Develop underwriting criteria and operating plan that preserves capital.	2d. <i>Ongoing</i>	

Housing Action Plan 2019 Update (Updated: Jan. 15, 2019)

	2E. Current Programs Updates • CBJ Homeowner Accessory Apartment Incentive Grant • CBJ Mobile Home Down Payment Assistance Program		2E. Current Programs Updates CBJ Homeowner Accessory Apartment Incentive Grant 2018: \$96,000 reserved for 5 years for program. March 2018-Jan. 2019 13 grant applications 2 Completed and Awarded 1 Expired 2 In Plan Review Stage 8 Still Under Construction CBJ Mobile Home Down Payment Assistance Program \$100,000 in JAHF set aside in 2017 Jan. 2017-Jan. 2019 9 loans totaling \$49,165 • \$9k in loans returned • Current availability \$59,835
Chapter 3 Hire Housing Director	Strategies	Status	Metrics
	3a. Hire housing director	3A. Hired Chief Housing Officer, Manager's Office (April 2016)	Hire Chief Housing Officer
	3b. Establish agency budget, job description, lines of authority, & draft project list	3b. 2020 Housing Office budget will be broken out from Manager's Office budget. Project list from CBJ Assembly, City Manager, Housing Action Plan and Alaska Mental Health Trust grant funds.	Housing Programs Office 2 FTE's: Chief Housing Officer & CBJ Coordinator on Housing and Homelessness
	3c. Develop reporting mechanism	3c. 2-year update in process by Chief Housing Officer	Oversight of Housing Action Plan & Housing Programs
	3d. Appoint CBJ staff to liaise w/ Director	3d. Coordinate through regular city structure through Manager's Office	CBJ Coordinator: \$100K/year AMHTA grant for three years; \$16K Travel/training grant
	3e. Community meetings to update on progress, educate on housing issues	3e. Housing Office staff participation in Assembly meetings, Commission meetings, Downtown Business	Emergency Cold Weather Shelter – 2 year operation • \$75K each year (CBJ -GF) • 2017: \$16K grant; 2018: \$30K AMHTA grant

Housing Action Plan 2019 Update (Updated: Jan. 15, 2019)

	3f. Community website 3g. Update needs assessment; housing plan metrics	Association, Blueprint Downtown, meetings with developers, and meetings upon request. 3f. CBJ Housing Program page available; update in progress 3g. Update needs assessment; housing plan metrics - Housing data available upon request - Housing Action Plan Update metrics <i>in progress</i> Additions to Plan based on feedback - Quarterly indicators <i>in progress</i> - Downtown Housing Inventory <i>in progress</i>	Work Program with Glory Hall: 2018: \$9000 Blueprint Downtown (CDD) - Kick-off: Aug 30, 2018 (SC&IG) - Public Meeting: Oct 30, 2018 (IG) - Tour: Jan 5, 2019: Business Vitality, Housing, and Public Safety (SC) Meetings upon request: - Two City Corner articles on homelessness - Quarterly Newsletter Updates to the AMHTA and Governor's Council - Re-entry: public forum (6/26/18), monthly work groups, and CCHITA housing (1/9/19) - Juneau Coalition on Housing and Homelessness (monthly meeting) - Navigator meeting (weekly) - AMHT Meeting and Work Session (April and June, 2018) - Governor's Council on the Homeless, May and November, 2018 - Alaska Coalition on Housing and Homelessness, November 2018 - Note that the CHO serves on the Juneau Housing First Collaborative Board, is Board Chair for the Alaska Coalition on Housing and Homelessness, and serves on the Governor's Council on Homelessness

Housing Action Plan 2019 Update (Updated: Jan. 15, 2019)

	Strategies	Status	Metrics
			New Construction
Chapter 4 Create New Housing for Workforce, Seniors, and Young Families	4a. Develop annual targets	4a. Baseline targets established in Housing Action Plan	Workforce Housing (0% to 120% AMI) targets - Annual total = 66 30-year total = 1980
	4b. Ensure the Housing Fund can be used for workforce housing	Workforce Housing (0% to 120% AMI) targets - Annual total = 66 30-year total = 1980	Senior Housing - Growth, size of senior population - Independent Living Units (14 per year) - Assisted Living Units (# of additions) - Single-Family Housing Units
	4c. Consider tax abatement program	4b. Workforce housing has always been an eligible activity for the JAHF; program changes approved in 2018 to provide clarity and increase funding levels.	Homeowner Opportunities Young Adults & Families - Total # of market-rate rental units # of new market-rate rental units - Total # of starter homes (mobile homes, CLT, etc.)
	4d. Evaluate Tax Increment Financing districts	4c. CBJ assembly discussion at Finance Committee, COW in 2018.	# of new starter homes
	4e. CBJ financing to directly finance or enhance private financing of substantial projects	4d. No action at this time.	
	4f. Evaluate time-share or related tourist housing for temporary workers	4e. Discussed/requested by developers on specific projects. Assisted living/senior housing, downtown workforce housing. Table of all incentive requested provided at 08/09/2018 Committee of the Whole (Housing Incentives).	
	4g. List of developers, potential CBJ partners, funders	4f. No action at this time	
	4h. Update zoning on mobile homes, manufactured homes, (& modular homes, RV's, and Tiny Houses.)	4g. Housing office and CDD continued outreach to development community, Housing Office working with state and federal housing partners and funders.	
	4i. Solicit feedback/annual survey from employers on funding spent on worker housing/services	4h. On short-term radar for CDD.	
		4i. No action at this time. Much commentary on difficulty of finding workforce housing of all types.	

Housing Action Plan 2019 Update (Updated: Jan. 15, 2019)

	- Feedback from employers to determine growth plans - Maximize/leverage employer-owned housing	(Season, SFH for families, affordable rentals)	
Chapter 5 Preserve Existing Affordable Housing	Strategies	Status	Metrics:
	5a. Reinstate Code Enforcement Officer	5a. Hired compliance officer in 2016; key to prioritize activities for limited staffing resources.	Preservation of Affordable Rental Units (\$700 or less) 10 annual
	5b. Impose prohibitive fines for code enforcement violations	5b. Current fines in place; review and adjust based on staffing resource.	- Preservation of Mobile Homes – 5 annual - Number of rehabilitation permits per year - Property/neighborhood location - Scope and scale of rehabilitation
	5c. Develop blighted property ordinance	5c. Ongoing blighted property ordinance discussions (CDD, JPD, Housing Office). One component to consider is Housing Task Force of departments involved to assess and prioritize problem properties.	Number of homes improved with energy efficiency upgrades
	5d. Support energy efficiency upgrades to existing units	5d. Discussion with Sustainability Commission, Renewable Juneau about incentivizing heat pump conversion; Energy efficiency code changes adopted to Title 49 in 2018 and 2019 (density bonuses in ARS for 5 Star Plus and 6 Star energy efficiency ratings; setback exemptions for energy efficiency)	Number of properties on blighted property list
	5e. Create a provision where owners pass inspections and can receive property upgrade funding	5e. No action taken.	Number of properties threatened with loss/demolition
	5f. CBJ requirement to register property and have 24-7 reachable point of contact or periodic inspection similar to Housing Choice Voucher Program	5f. Registration and 24-7 point of contact could be part of blighted property ordinance discussions (CDD, JPD, Housing Office). No action on inspection concept.	

Housing Action Plan 2019 Update (Updated: Jan. 15, 2019)

Chapter 6 Develop Policies for CBJ Owned Land and Assets	Strategies	Status	Metrics:
	6a. Finalize land management plan to include inventory of buildable land	6a. Land Use Plan approved in 2016 and update in progress.	• CBJ-Owned Land ○ RFP's for CBJ Land ○ # of proposals returned ○ Contracts ○ #of units built by type, tenure, and price • Properties acquired through foreclosure or code enforcement ○ Foreclosures slated for affordable housing (<80% AMI) ○ Foreclosures slated for senior housing. • Number of CBJ-owned parcels bought for permanent preservation (Community Land Trust properties, etc.) • Dollars raised by the sale of publicly owned parcels for development or preservation.
	6b. Zone CBJ land for least restrictive/highest density use	6b. ongoing with Lands and CDD	
	6c. Adopt formal criteria for appropriate use of publicly-owned developable land.	6c. Land Use Plan	
	6d. Work with Army Corps on land banking for parcels inappropriate for development	6d. No action taken.	
	6e. Create a Problem Building Acquisition and Redevelopment Plan (acquire, properly re-zone, and dispose)	6e. No action taken. <i>Ongoing blighted property ordinance discussions (CDD, JPD, Housing Office)</i>	
	6f. Create a menu of disposition strategies for publicly owned land and buildings to meet housing goals.	6f. Land Management Plan and Development Implementation Strategy	
	6g. Properties transferred incrementally to developers;	6g. Subdivision development/lot disposal • Reninger 6 lots, 4 sold • 6 Lena lots sold since this plan, and 4 lot subdivision created for spring sale • Pedersen Hill lots disposal in spring • Hurlock Ave property	
	6h. Process for developers to “buy down” the sale price for meeting public objectives	6h. No action taken	
	6i. Develop competitive process for disposal that would reduce sales price. (0% to 50%)	6i. No action taken. <i>Land Management disposal 2-year plan ongoing.</i>	

Housing Action Plan 2019 Update (Updated: Jan. 15, 2019)

Chapter 7 Amend Zoning Code to Promote Housing	Strategies	Status	Metrics
	7a. Develop inclusionary zoning housing ordinance and density bonus for workforce and senior housing	7a. No action taken on inclusionary zoning. Density bonus for workforce housing in Alternative Residential Subdivision ordinance (2018)	• # of affordable housing units built through inclusionary zoning • # of developers taking advantage of “point” for affordable housing • Number of infill units constructed (units that did not require any new infrastructure investment) • Return on investment for new water/sewer/road financed by public within 10 years.
	7b. Streamline/fast-track infill housing permitting	7b. CDD looking at efficiencies for all processes.	
	7c. Evaluate policies encouraging development in areas with infrastructure	7c. Reviewing zoning as part of the Blueprint Downtown planning effort.	
	7d. Establish policies that stipulate CBJ does not have to spend money on infrastructure unless for workforce/senior housing	7d. No action taken	
	7e. Use LID financing for new roads, utilities.	7e. (need to update)	
	7f. Make infrastructure development automatically increase zoning density. Evaluate other up-zone possibilities.	7f. No action taken – some historical examples of automatic up-zone.	
	7g. Re-zone D-18 zoning districts to Mixed Use	7g. Looked at through small area plan process (Lemon Creek, Auke Bay) and case by case basis. Note: D18 has a height limit of 35’, MU is unlimited – this may make this unsuitable for certain D18 locations, e.g. downtown Douglas	
	7h. Evaluate criteria for approving conditional use permits	7h. No action taken	

Housing Action Plan 2019 Update (Updated: Jan. 15, 2019)

	7i. Adjust language to require housing and commercial uses in mixed-use areas	7i. Discussed in small area plans (Lemon Creek, Auke Bay)	
	7j. Complete the bonus section of Title 49.	7j. Auke Bay area planning is providing insight for future bonus language.	
Chapter 8 Develop Neighborhood Plans	Strategies: 8a. Identify 5-10 areas appropriate for detailed area plans; develop housing targets/preservations targets 8b. Prioritize on development potential, developer/investor interest, community input, existing infrastructure, and ability to provide community benefits. 8c. Invite local and outside developers to tour sites/discuss potential projects; Invite financing firms to potential sites 8d. Meet with property owners to discover current development plans and obstacles.	Status 8a. Auke Bay and Lemon Creek complete, Downtown Blueprint underway, Douglas and Comprehensive Plan update beginning 2019. 8b. Small area plans, continuous discussions with developers, education and outreach through Housing Programs and Housing Forum, etc. 8c. Small area plans, CBJ property disposal (Renninger, 2 nd and Franklin, Pederson Hill), consistent engagement with developers by Chief Housing Officer. 8d. Small area plans, Blueprint Downtown, consistent discussions with developers	Metrics • Number of small area plans completed per year (note, a plan generally takes at least a year) • Public participation in Planning projects • Total new housing allowed under approved neighborhood plans • Development activity associated with plans • Increased potential and realized economic value attributable to completed plans
Chapter 9 Develop Downtown Strategy	Strategies 9a. Make a downtown area plan 9b. Set a goal for number of residential units desired downtown	Status 9a. Blueprint Downtown 9b. Downtown Housing Inventory initiated and Blueprint Downtown	Metrics: • Number of housing units in downtown area by type, tenure, and price • Number of people living in downtown • Retail Sales activity in downtown CBJ • # of blighted properties in downtown CBJ

Housing Action Plan 2019 Update (Updated: Jan. 15, 2019)

9c. Evaluate tax abatement, state statute code change; apply to downtown area

9c. Previous Assembly discussions, no action taken.

- 4/28/2018 Finance Committee
- 06/13/2018 Finance Committee (Eagle Rock Ventures)
- 08/09/2018 Committee of the Whole (Housing Incentives)

9d. Create a downtown improvement district with a revenue stream

9d. No action taken

9e. Inventory abandoned and illegal housing units and create blighted property ordinance

9e. Ongoing blighted property ordinance discussions (CDD, JPD, Housing Office)

9f. Develop Incentives and provide assistance to upgrade and permit illegal housing units

9f. Incentives: Downtown Upstairs program discussed at Finance Committee 1% sales meetings (2017) - no action taken; Permitting changes allowing accessory apartments on duplexes borough-wide and Alternative Development Overlay District for Downtown Juneau adopted; new zoning for downtown Douglas ADOD to be complete by August 2020.

9g. Seek and assemble resources for restoration of housing

9g. No action taken.

9h. Evaluate outside funding for downtown investment

9h. Ongoing, ad hoc. Downtown Blueprint. Main Street USA program.

9i. Consider Cruise-ship passenger fees for downtown-related tourism

9i. No action taken. Recent CLIA decision impacts this; status unknown.

9j. Inclusionary zoning for downtown tourist-related businesses

9j. No action taken

- Increased property value and related taxes in downtown CBJ

Housing Action Plan 2019 Update (Updated: Jan. 15, 2019)

	9k. Tax incentives for a grocery store downtown	9k. No action taken	
	9l. Develop Historic Preservation Opportunities (local fund to match national funding)	9l. No action taken on funding. Historic Preservation Plan	
	9j. Address parking: review 2010 plan, examine opportunities to get public parking, review offsite mitigation opportunities, evaluate downtown	9j. Blueprint Downtown	

Juneau Economic Plan Vision and Initiatives



Over the next ten years, the CBJ and multiple stakeholders will work together to pursue Juneau’s economic vision and take action on eight initiatives to accomplish 17 objectives.

JUNEAU ECONOMIC VISION

A vibrant, diversified, and stable economy built around a business climate that encourages entrepreneurship, investment, innovation, and job creation; and supports the environmental, cultural, and social values that make Juneau a great place to live and enjoyable place to visit. *Citizens of Juneau, 2014*

ECONOMIC DEVELOPMENT GOALS

Four overarching economic development goals guided Juneau’s economic development planning process:

- Build a more resilient and diversified economy
- Provide infrastructure that supports and strengthens the economy
- Leverage natural, competitive advantages to create new wealth
- Preserve or enhance quality of life attributes closely tied with community economic well-being

ECONOMIC FRAMEWORK: INDUSTRY AND BUSINESS SUPPORTED BY STRONG FOUNDATIONS

To organize and consider the wide spectrum of Juneau’s economic development opportunities and challenges, a framework with three strategies was developed:

- Support, retain and expand existing industry and businesses,
- Support the ability of local entrepreneurs’ to take advantage of trending and new business opportunities, and
- Remove barriers and strengthen six foundational areas that support economic success.

WAYS THE CBJ CAN ENGAGE IN ECONOMIC DEVELOPMENT PLANNING & ACTION

The most common strategies local governments employ to engage in economic development activity are:

1. Coordinate Economic Development Programs and Support Services
2. Development Reviews and Regulations
3. Business and Entrepreneurship Support
4. Development Incentives (Including Tax Policy, Financing, Underwriting Risk)
5. Workforce and Talent Development
6. Providing an Adequate Land Supply
7. Infrastructure Investment
8. Support for Quality of Life Conducive to Business Innovation and Worker Retention

ECONOMIC DEVELOPMENT FRAMEWORK



CRITERIA TO EVALUATE OBJECTIVES

<i>Jobs</i>	<i>Resilience</i>	<i>Leverage</i>	<i>Distribution</i>	<i>Wealth Generation</i>	<i>Foundational</i>	<i>Multiplier</i>	<i>Revenue</i>	<i>Support</i>	<i>Leadership</i>
Create new jobs and wages , especially for residents	Add to community economic diversity ; enhancing ability to weather economic down-turns	Leverage other investment , from the private sector, as well as state and federal government	Result in broad distribution of economic benefits , across sectors and demographic strata	Directly or indirectly result in wealth creation , building on Juneau’s “natural advantages”	Realize foundational benefits ; providing needed supports for other initiatives	Produce multiplier effects ; creating indirect and induced economic benefits	Generate CBJ revenues to offset costs ; especially related to CBJ spending	Sustain community support ; including consistency with core community values	Garner ongoing leadership from within the community

TEN-YEAR INITIATIVES and PRIORITY OBJECTIVES

(See report for full list of initiatives, objectives and actions as well as CBJ Roles) Note: objectives below are not prioritized, simply numbered for convenience.



<i>Initiative</i>	<i>Goal: What is advanced or transformed?</i>	<i>Why Pursue?</i>	<i>Objective to Accomplish</i>		<i>Milestones or Metrics</i>
Enhance Essential Infrastructure	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.	Foundational. Access to high-value, locally-controlled assets; potential to lower cost of living and cost of doing business. Gives the community room to grow.	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.		• Renew and enhance the CBJ/Goldbelt West Douglas MOA by April, 2015. • Establish West Douglas Task Force by year-end 2015.
			2. 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.		• Track shipping rates. • Seek engagement of Chamber of Commerce. If priority for Chamber, establish working group to interact with shippers to identify issues and concerns by year-end 2015.



<i>Initiative</i>	<i>Goal: What is advanced or transformed?</i>	<i>Why Pursue?</i>	<i>Objective to Accomplish</i>		<i>Milestones or Metrics</i>
Build the Senior Economy	Facilitate development of the services and facilities necessary for residents to comfortably and affordably retire in Juneau.	To allow residents to continue participating in and supporting the economy as they age and retire.	3. Support development of a range of housing options and support services that meet the needs of Juneau's senior population.		# of dwelling units specifically designed/designated for seniors. # of businesses that specifically serve seniors/tax revenue from these businesses. # Care-A-Van rides by seniors.
			4. Increase the depth and breadth of local, skilled health care workers and services for seniors.		# of health care positions in field related to care of seniors. # home health care workers (and types), # training programs & # trained. - Prepare a needs lists/gap analysis for health care services for seniors by 2016.
Attract and Prepare the Next Generation Workforce	Prepare and attract the professional, technical, skilled, entrepreneurial, and creative labor force that Juneau's diverse employers, businesses, and non-profits need.	Foundational for effective workforce development, to ensure job retention, and prevent capital creep. Critical for attracting millennials and retaining existing young families. CBJ controls public infrastructure that is central to quality of life measures that influence location decisions for millennials and others. Generates wealth and ensures job retention.	5. Develop a better understanding of the professional, technical, and other workforce needs of Juneau's key employers, especially state government.		- State worker position profile prepared by year-end 2015. Identify State workforce needs and track/anticipate potential changes in State employment in Juneau. - Juneau "top jobs" list with recruiting and training needs prepared by year-end 2016.
			6. Increase availability of childcare year round, with an emphasis on Kindergarten readiness.		- Ratio of childcare slots in Juneau to population of children under six. - By year-end 2015, complete an ordinance and zoning code review to ensure they allow for appropriate development of child care facilities.
			7. Actively support and maintain quality of life infrastructure that attracts and retains a desired workforce.		- Usage and participation counts. \$ Track trends in cost per participant. - Track age distribution of Juneau population.
			8. Prioritize an education system that prepares youth to participate successfully in the Juneau workforce, in vocational and professional jobs.		- Graduation rates and test scores of Juneau HS students. # student participants in STEM education programs. # of HS students eligible for Alaska Performance Scholarship. - Educational attainment of Juneau population.
Recognize & Expand Juneau's Position as a Research Center	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.	New jobs and wealth creation based on natural assets and advantages. Adds resilience by strengthening the federal jobs base and activity. Adds to diversification, as well as investment in education and future generations.	9. Locate Alaska fisheries science and management jobs in Juneau.		- Track AFSC job listings in AK, WA, and OR. - By year-end 2016, identify specific targets and a strategy to promote Juneau as a research/science center for excellence. # FTE positions and # empty offices at NOAA and PNWRS facilities in Juneau. # meetings with Congressional delegation and NOAA on jobs.
			10. Better connect Juneau's scientists and researchers with business and industry. Conduct applied research to benefit local business' ability to compete and expand.		\$ Federal, state or private grants or loans to an applied science or supporting business. # patents to Juneau businesses or researchers.
Build on Our Strengths	Build on our strengths to expand business opportunities where we have natural/competitive advantages.	New jobs and wealth generation, adds to community resilience and CBJ revenue. These jobs are broadly distributed through economy.	11. Increase Independent visitor travel to Juneau.		Track hotel and B&B occupancy, room tax revenues, counts of independent visitors.
			12. Create more value from seafood and other maritime resources and services.		\$ Track value of fish landed, fish taxes paid to CBJ. - Annual communication with Juneau processors on land, infrastructure, or permit needs.
			13. Build Juneau's role as a regional arts and culture hub.		\$ Annual spending by Juneau arts/cultural organizations. \$ Event-related spending by audience. - Progress on Willoughby Arts Complex.
Protect and Enhance Juneau's Role as Capital City	Maintain state government employment and real wages in Juneau and "brand" Juneau as a great Capital City.	New and retained Jobs (support Juneau's most important source of employment and income). Wealth creation and foundational development, attract investors and next generation workforce.	14. Make Juneau the best possible Capital City.		- Maintain funding for the Alaska Committee. - Track state employment & payroll. - Initiate a long-range Capital Campus planning effort by July 2016.
			15. Brand and market Juneau as a desirable place to live, work, raise a family, and start a business. Focus brand on Juneau as Alaska's Capital, a Center for Science & Research, a vibrant arts & culture destination, and place with diverse recreational assets and opportunities.		- Identify specific employment needs and locations to target marketing. - Branding and targeted marketing plan in place by mid-year 2016.
Revitalize Downtown	Revitalize Downtown, building the link between economic vitality and livable, mixed-use neighborhoods.	New jobs and businesses, leverages other investment, generate CBJ revenue, existing support by CBJ and business owners.	16. Develop and implement a CBJ downtown improvement strategy.		- Immediately begin to identify and apply for grant funding to supplement downtown planning. - Begin downtown neighborhood and business plan process by August 2015. Include a funding commitment, identification of project partners, and project scope. # businesses in area; # vacant properties in area. \$ property tax revenue from area; \$ sales tax revenue from area.
Promote Housing Affordability and Availability	Break down the housing barriers that are dampening economic growth.	Foundational. Lack of "starter" or affordable housing is critical economic barrier holding back progress on other initiatives.	17. Complete a Housing Action Plan, followed by action. Set goals for "starter" and affordable housing, senior housing, as well as special populations downtown.		- Set specific and measureable housing goals and implementing programs in 2015. - Annually track: # dwelling units (DU), # new DU starts and remodels, # DU selling below \$300,000, # DU for rent in Juneau total and in Downtown/Willoughby.

Juneau Renewable Energy Strategy

Setting the scene and priority actions



This revised version incorporates technical amendments to background information on the Juneau electricity system as approved by the Juneau Commission on Sustainability on March 14, 2018. These technical amendments replaced text in the version approved by Assembly Resolution 2808. The amendments do not alter the recommended actions or goal of 80% renewable by 2045.

CBJ Resolution 2808
February 12, 2018



City and Borough of Juneau
Juneau Commission on Sustainability
www.juneau.org/sustainability

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Juneau has benefited from clean renewable energy – hydroelectricity - for 100 years. Hydropower gives Juneau the lowest, most stable electric rates in the state, supplying 20% of the total energy used in the community.

Low costs for hydroelectricity have helped offset Juneau's dependence on the fuel oil, diesel and gasoline that supply the other 80% of the energy used in the community, but we still send more than \$140 million out of the local economy annually to import these fuels.

Juneau has an opportunity to increase its energy independence, lower energy costs, and support economic development, by expanding use and supplies of renewable energy. The CBJ can encourage this long-term transition from fossil fuels to renewable sources by taking a leadership role and adopting an ambitious goal to guide public policy and encourage private choices.

This strategy plan recommends that the CBJ adopt a target of obtaining 80% of our energy from renewable sources by the year 2045. General strategies for achieving this target include increasing energy efficiency, shifting transportation and space heating to renewable energy, and increasing supplies of renewable energy.

The Juneau Economic Development Plan (2015) identifies hydro resources as one of the community's significant assets. Strengthening the renewable energy sector can contribute to each of the plan's overarching goals: building a more resilient and diversified economy, providing infrastructure that supports and strengthens the economy, leveraging natural competitive advantages to create new wealth, and enhancing quality of life attributes.

Replacing fossil fuels substantially with renewable energy will have a wide range of benefits for Juneau. Our long distances from fuel suppliers, and our small, captive market with little competition means Juneau residents pay higher prices for these imported fuels than the rest of the country. Our dependence on barges, ferries, and jet travel for most of our access and supplies means our living expenses and business costs are greatly affected by high fuel costs, and by spikes in fuel prices. Major industries and employers such as tourism and fishing are also affected directly by fuel costs.

Juneau is therefore particularly vulnerable to spikes in fossil fuel prices resulting from national and international political and economic responses to world events and climate change. As the costs of climate change grow in coming decades, an obvious policy response may be to tax carbon emissions to discourage their use and pay for mitigation measures. Such measures, beyond CBJ or Juneau's control, would have a disproportionate impact on Juneau's economy.

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This strategic plan provides background information on Juneau's energy use and supplies, discusses alternative energy paths, and recommends targets and strategies. It sets direction and a general path forward. It is not intended to be a detailed guideline or tactical action plan, but is instead a general roadmap for more detailed planning and budgeting.

While Juneau can't influence the costs of imported fossil fuels, it can take a wide range of actions to influence energy consumption, supplies, and costs within the community. Reducing dependence on fossil fuels, through energy efficiency and substitution of renewable energy sources, can help create new jobs and businesses, reduce costs, and increase community resilience, while reducing climate impacts.

Juneau has considerable experience in reducing costs through energy efficiency and shifting from fossil fuels to renewable hydroelectricity. After avalanches cut off Juneau's hydroelectric supplies in 2008 and 2009, Juneau residents cut their electricity use by 25% short term, and by 8% longer term. During this period Juneau residents implemented energy efficiency measures that continue to affect energy use patterns.

The CBJ, together with other organizations and households, have made many successful investments in efficiency and renewable energy. Our airport has achieved substantial cost savings by replacing runway lighting with LED's and by installing a ground-source heat pump system for heating buildings and melting ice. The NOAA Ted Stevens Marine Research Institute helped pioneer seawater heat pump systems in the U.S. A growing number of Juneau businesses and households are saving on heating bills by converting to heat pumps. Local heat pump installation and service companies have expanded significantly in the past 5 years.

Similarly, Juneau has become a leader in adoption of electric vehicles (EV), ranking in the top communities in the nation in terms of per capita EV ownership. In 2016-2017 two EV's are arriving per week in the community, with rapid Juneau acceptance of electrical vehicle transportation. A growing number of EV charging stations have been installed through cooperative efforts between the CBJ and other agencies and businesses. Several private and public/private charging stations are also being planned. Gastineau Guiding put the first electric hybrid tour bus went into service in 2016 and there is growing community interest in electric buses to reduce operating and maintenance costs.

Building on this experience to increase local energy security and resilience will help keep more of the \$140 million that we now spend on fossil fuels circulating in the community to reduce energy costs for residents and businesses, grow local businesses and jobs, and reduce vulnerability to volatile fuel prices.

This strategy can enhance economic development in other ways, by supporting innovators through business and technology research, incubation, and demonstration; by targeting key events and organizations that represent clean tech and renewable energy; and by attracting "green capital" and enabling more innovative financing for clean and renewable businesses. These are all goals identified in the Juneau Economic Development Plan.

Juneau is in good company in shifting toward renewable energy and can learn from the experience of other communities. Cities across the United States, and Canada, and nations such

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as Norway and Sweden, are moving toward 100% renewable energy by mid-century. Our neighbor to the south, Vancouver, B.C., has set a goal of replacing 100% of fossil fuels with renewable energy by mid-century.

Juneau has a head start in transitioning toward renewable energy. We have a great opportunity to use local resources to create a stronger, more resilient economy, while helping reduce carbon emissions, and reducing energy costs for local government, schools, businesses and households.

STRATEGY DEVELOPMENT

This strategic plan originated as a priority recommendation in the Juneau Climate Action and Implementation Plan (CBJ Resolution 2593, Nov. 2011). In 2015 the CBJ contracted with the energy consulting firm Stantec to develop an initial draft of this strategy which was completed in 2016. The Energy Committee of the Juneau Commission on Sustainability (JCOS) served as a sounding board, and assisted CBJ staff in reviewing and revising the draft. JCOS also assisted in conducting an extensive public review process between July 2016 and January 2017.

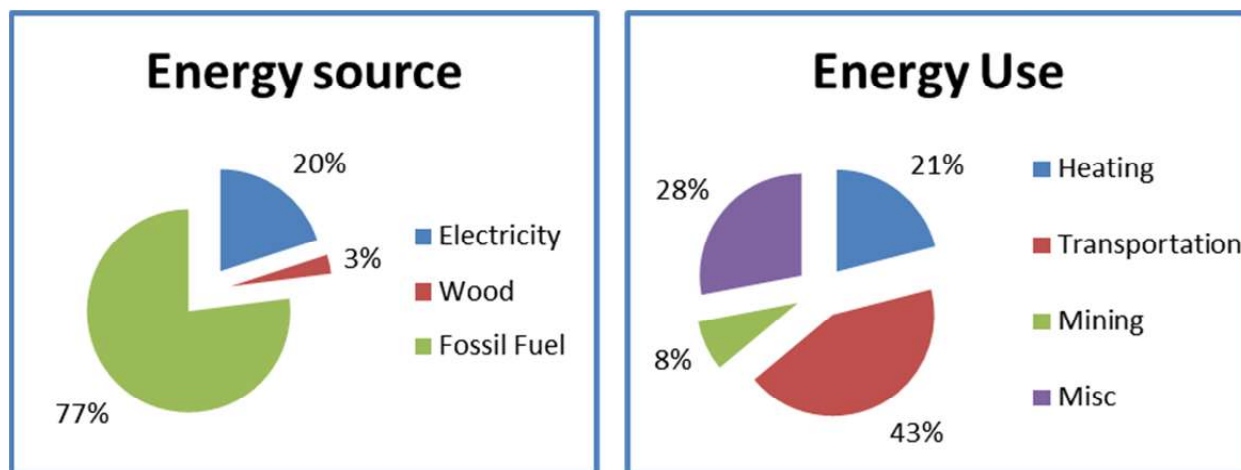
In addition to an introductory public meeting, presentations were made, and discussions were held with the CBJ Assembly COW, the CBJ Planning Commission, and many groups and organizations, including the Downtown Improvement Group, the JEDC Renewable Energy Cluster Working Group, the Alaska Climate Action Network, Renewable Juneau, and the Juneau Chamber of Commerce. JCOS also co-sponsored a series of seven "Energy Forums" as part of their Sustainability Session Outreach Program with assistance from the city manager, JEDC, the Capital City Engineers, the USFS, the Juneau Electric Vehicle Association, Juneau Hydropower, Juneau District Heating, and AEL&P. These were well attended, and provided information and opportunities for discussing issues raised in the strategy.

This document addresses four key questions relating to Juneau's energy future:

Where are we now? What is Juneau's energy use today?

Juneau currently derives almost 100% of its electricity from hydropower, which provides economical renewable energy while limiting climate impacts. This hydroelectricity provides about 20% of the total energy used in Juneau. Another 3% of Juneau's total energy use comes from wood, a renewable heating source. The remaining 77% comes from fossil fuels, which are the primary energy source for heating buildings (which account for about 21% of fossil fuel use), transportation (accounting for about 43%), and mining (about 8%).

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Where are we going?

The business-as-usual path is derived from historical trends. Total energy use in Juneau is projected to rise at about the same rate as population growth, historically averaging about 1% per year. Gradual growth in energy use is tied to population change, driven primarily by costs and the choices of private utility and fuel providers. The mix of energy supplies is projected to remain similar to today. Existing trends of slow growth in energy efficiency, and some level of electric vehicle adoption continue.

Where do we want to go? What energy future would we like to see?

The plan examines two scenarios for Juneau's desired energy future - "Do Something", and "Do More".

The "Do Something" path is based on Resolution 2593, in which the CBJ Assembly in 2011 adopted a goal of reducing Greenhouse Gas (GHG) emissions 25% over 20 years. This would be roughly equivalent to replacing 25% of fossil fuels with renewable energy. The Juneau Climate Action and Implementation Plan (JCAIP) identifies a wide array of approaches and actions that could reduce GHG emissions and fossil fuel use. The 'Do-something' path modelled the potential impact of implementing a list of higher priority JCAIP actions. The result was a stabilization of 2007 GHG and energy use. While progress has been made, this target is not being met because the recommended actions are not being implemented quickly enough.

The "Do More" path resulted from discussions between Stantec and the Juneau Commission on Sustainability (JCOS), which served as the steering committee for the energy plan in 2015 and 2016. Since the adoption of Resolution 2593 it has become increasingly clear that significantly greater cuts to carbon emissions will need to be made in order to successfully achieve our community goals. This scenario considers a path toward substantially replacing fossil fuels, creating new economic opportunities and jobs around renewable energy development, and reducing community vulnerability to increases in fossil fuel costs. These discussions resulted in the

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recommended target of 80% of all Juneau's energy use to be provided by renewable sources by 2045. This proposed target received strong community support in public comments and discussions.

How Can We Get There?

The plan identifies four broad strategies for achieving the 80% renewable energy target:

A. Implement a CBJ energy management program to make the organization a leader in energy efficiency and adoption of renewable energy

The CBJ spends about \$8 million per year on energy. Adopting a formal energy management program, including tracking energy use and costs, implementing energy efficiency best practices, and implementing recommendation of energy audits could result in substantial savings. Consolidating the CBJ vehicle fleet and converting to electric vehicles is another area of potential energy and cost savings. The CBJ could also provide examples and information to the public on opportunities for energy savings. These provide the mechanics for CBJ to lead by example.

The JCOS has developed the outline of energy management program for the CBJ (see **Appendix E**), which summarizes specific recommendations from the JCAIP that address city operations, recommends procedures and financing options, and outlines the potential for \$500,000 in annual savings over the first 3 years.

B. Reduce Juneau's dependence on fossil fuels for space heating.

Space heating accounts for about 21% of the fossil fuels used in Juneau. Significant shifts to electric heat have occurred over the years, particularly when fuel oil costs were high relative to electric rates, so today almost 25% of Juneau homes are heated by electricity.

District heating for the downtown core and other parts of town could reduce heating costs and use of fuel oil. Heat pumps are becoming more common, are more energy efficient, and save money for homes, businesses and government. Energy efficiency is a cost effective strategy for stretching existing renewable resources. For example replacing electric resistance/baseboard heating systems with air-source heat pumps could provide 2-3 times more heating capacity for the same amount of hydroelectricity used. Given Juneau's older housing stock, there are opportunities for energy retrofits as older buildings are updated and renovated. Innovative financing mechanisms could assist in saving money on space heating, while supporting a variety of businesses.

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C. Reduce Juneau's dependence on fossil fuels for transportation.

Transportation is the largest (43%) use of fossil fuels in Juneau. Electrification of transportation provides a major opportunity to transform transportation to renewable energy, and Juneau already has one of the most rapid rates of EV adoption in the country. Other significant opportunities to reduce fossil fuel use include supporting energy efficient, compact, mixed use development, improving and electrifying the CBJ transit system, and supporting non-motorized transportation.

D. Support efforts to provide new renewable energy supplies for Juneau.

Expansion of hydropower resources is the most obvious opportunity for increasing the supply of renewable energy in Juneau. Rain and the power that it creates is one of our major resources. New small and mid-sized hydroelectric sites have been identified by AEL&P and Juneau Hydropower. These projects require large up front investments and coordination of demand growth.

More research, development and economic viability studies are needed to identify the potential of other local renewable energy sources, including wind, solar, tidal and biomass, as well as energy storage. Some of these studies may have been done already but are commercially confidential. Currently there are few apparent incentives or economic conditions that would allow these to compete with local hydropower or fossil fuels imported to the community. Electrification of local mining operations using hydropower has played a key role in financing existing renewable sources, and may continue to play such a role in the future.

Implementation

Each of these broad strategies requires substantial work to pull together appropriate actors and organizations, and to develop specific action and implementation plans. Many priority actions are identified in the 2011 Juneau Climate Action and Implementation Plan (JCAIP) (CBJ Resolution 2593), while others were identified during development of this plan.

There is no silver bullet, or simple path, for accomplishing the ambitious goal of transitioning from fossil fuels to renewable sources, and no single entity or organization that can implement it. Instead, a wide variety of actors are involved in making energy choices, including individual home and vehicle owners, businesses, energy suppliers such as AEL&P and fuel companies, and government agencies.

This plan emphasizes the role of the CBJ, both because it can take actions that save public money while reducing fossil fuel use, and because it represents community values and interests. But expanding use and supplies of local renewable energy can only be achieved through cooperation and collaboration between a range of private and public entities.

Fortunately Juneau has many individuals and groups experimenting with, and tackling these issues. The Renewable Energy Cluster Working Group, JEDC, with its work on incentives for

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electric vehicles, and the development of concepts for a Juneau heating district provide good models. Other local examples come from innovative local businesses such as the Alaska Brewing Company, with its “beer-powered beer”, using waste products to improve energy efficiency and increase profits.

Energy efficiency is frequently the most cost-effective way to reduce and shift energy use. Land use policies supporting compact, mixed use development are also important for reducing energy costs, as well as being a key solution to housing affordability problems, as identified in the 2016 CBJ Housing Action Plan (CBJ Resolution 2780).

The strategies recommended here are consistent with, and support recommendations concerning affordable housing in the 2015 Juneau Economic Development Plan (Ordinance 2015-10) and the CBJ Housing Action Plan. Costs for space heating and domestic hot water significantly affect housing affordability. Many homes, and most multi-family rental units, use expensive and wasteful electric resistance heat. Improving energy efficiency and shifting from electric baseboard heat to heat pumps can substantially reduce heating costs. Developing ways to encourage and finance conversions would be a win-win for AEL&P, renters, landlords, and Juneau's climate impacts.

Greater attention to land use and compact development are also major recommendations made in the Juneau Economic Development Plan and the CBJ Housing Action Plan

“CBJ's plans, zoning ordinance, development codes, and Land Management Plan, must all stress the value of utilizing existing infrastructure before building new and maximizing old and new infrastructure through higher densities and greater concentrations of uses wherever appropriate.” p. 20.

Recommendations

This strategy document recommends that the Mayor and Assembly take the following actions to move forward in developing the Juneau Renewable Energy Strategy and delivering on identified priority strategies:

1. Adopt a community target of transforming Juneau's energy use to 80% renewable sources by the year 2045. This guideline will provide direction for further planning and action, position Juneau as a national leader in the transition to renewable energy, and support CBJ, business, and government efforts to obtain financing, including grant assistance, for these purposes.
2. Require development of action plans for each of the strategies identified, and to begin implementing priority near-term actions using the priority action list as a guide to direct early efforts. Direct the Juneau Commission on Sustainability, with CBJ staff help, to seek assistance from the public, JEDC, Juneau Chamber of Commerce, and other organizations to develop and obtain support for these plans
3. Direct the CBJ organization to implement a formal energy management program. This recommendation will require all departments and independent boards to identify and

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monitor energy use and costs; evaluate potential energy savings and implement cost effective efficiency measures; explicitly incorporate energy usage into operational decision making and the Capital Improvement Program (CIP), as recommended in the CBJ Comprehensive Plan and the JCAIP; and implement a Sustainable Indicators program for energy use, consistent with Policy 2.2 of the Comprehensive Plan. A proposal for a CBJ Energy Management Program is included in Appendix E.

4. Direct the CBJ, through the JCOS, to monitor community energy use as a whole, by updating the JCAIP Energy and GHG Emissions Inventory at least every three years. Develop mechanism to gather fuel sales data.
5. Provide funding direction and CBJ staff allocations to accomplish these recommendations, with the understanding that committed and effective management will ensure that energy savings and energy-related grants will more than offset additional expenses.
6. Direct JCOS, with CBJ staff assistance, to review progress annually on these recommendations, highlighting successful community achievements, dynamically incorporating lessons learned to become more successful in meeting our community energy values as expressed in the JRES and reporting to the Assembly and to the public.