

# 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

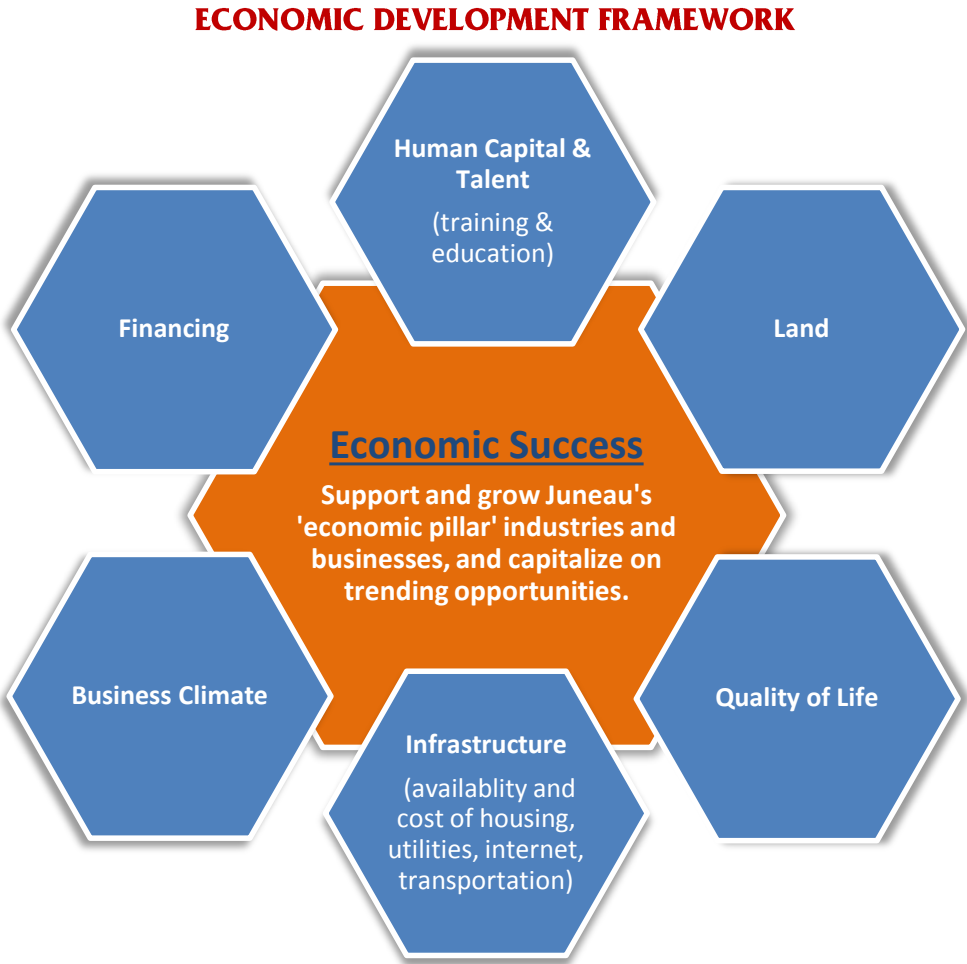
To organize and consider the wide spectrum of Juneau’s economic development opportunities and challenges, a framework with three strategies was developed:

- 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

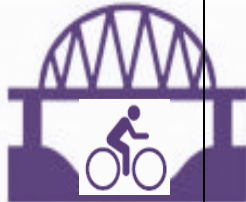


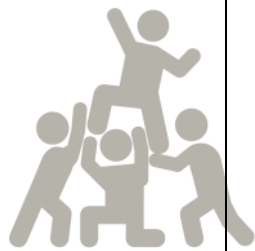
### CRITERIA TO EVALUATE OBJECTIVES

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

### 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>
 <b>Enhance Essential Infrastructure</b>	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.	<b>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.</b>		<ul style="list-style-type: none"><li>• Renew and enhance the CBJ/Goldbelt West Douglas MOA by April, 2015.</li><li>• Establish West Douglas Task Force by year-end 2015.</li></ul>
			<b>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.</b>		<ul style="list-style-type: none"><li>• Track shipping rates.</li><li>• 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.</li></ul>



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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.	<b>3. Support development of a range of housing options and support services that meet the needs of Juneau’s senior population.</b>	<ul style="list-style-type: none"><li>• # of dwelling units specifically designed/designated for seniors.</li><li>• # of businesses that specifically serve seniors/tax revenue from these businesses.</li><li>• # Care-A-Van rides by seniors.</li></ul>	
			<b>4. Increase the depth and breadth of local, skilled health care workers and services for seniors.</b>	<ul style="list-style-type: none"><li>• # of health care positions in field related to care of seniors.</li><li>• # home health care workers (and types), # training programs &amp; # trained.</li><li>• Prepare a needs lists/gap analysis for health care services for seniors by 2016.</li></ul>	
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.	<b>5. Develop a better understanding of the professional, technical, and other workforce needs of Juneau’s key employers, especially state government.</b>	<ul style="list-style-type: none"><li>• State worker position profile prepared by year-end 2015. Identify State workforce needs and track/anticipate potential changes in State employment in Juneau.</li><li>• Juneau “top jobs” list with recruiting and training needs prepared by year-end 2016.</li></ul>	
			<b>6. Increase availability of childcare year round, with an emphasis on Kindergarten readiness.</b>	<ul style="list-style-type: none"><li>• Ratio of childcare slots in Juneau to population of children under six.</li><li>• By year-end 2015, complete an ordinance and zoning code review to ensure they allow for appropriate development of child care facilities.</li></ul>	
			<b>7. Actively support and maintain quality of life infrastructure that attracts and retains a desired workforce.</b>	<ul style="list-style-type: none"><li>• Usage and participation counts.</li><li>• \$ Track trends in cost per participant.</li><li>• Track age distribution of Juneau population.</li></ul>	
			<b>8. Prioritize an education system that prepares youth to participate successfully in the Juneau workforce, in vocational and professional jobs.</b>	<ul style="list-style-type: none"><li>• Graduation rates and test scores of Juneau HS students.</li><li>• # student participants in STEM education programs.</li><li>• # of HS students eligible for Alaska Performance Scholarship.</li><li>• Educational attainment of Juneau population.</li></ul>	
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.	<b>9. Locate Alaska fisheries science and management jobs in Juneau.</b>	<ul style="list-style-type: none"><li>• Track AFSC job listings in AK, WA, and OR.</li><li>• By year-end 2016, identify specific targets and a strategy to promote Juneau as a research/science center for excellence.</li><li>• # FTE positions and # empty offices at NOAA and PNWRS facilities in Juneau.</li><li>• # meetings with Congressional delegation and NOAA on jobs.</li></ul>	
			<b>10. Better connect Juneau’s scientists and researchers with business and industry. Conduct applied research to benefit local business’ ability to compete and expand.</b>	<ul style="list-style-type: none"><li>• \$ Federal, state or private grants or loans to an applied science or supporting business.</li><li>• # patents to Juneau businesses or researchers.</li></ul>	
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.	<b>11. Increase Independent visitor travel to Juneau.</b>	<ul style="list-style-type: none"><li>• Track hotel and B&amp;B occupancy, room tax revenues, counts of independent visitors.</li></ul>	
			<b>12. Create more value from seafood and other maritime resources and services.</b>	<ul style="list-style-type: none"><li>• \$ Track value of fish landed, fish taxes paid to CBJ.</li><li>• Annual communication with Juneau processors on land, infrastructure, or permit needs.</li></ul>	
			<b>13. Build Juneau’s role as a regional arts and culture hub.</b>	<ul style="list-style-type: none"><li>• \$ Annual spending by Juneau arts/cultural organizations.</li><li>• \$ Event-related spending by audience.</li><li>• Progress on Willoughby Arts Complex.</li></ul>	
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.	<b>14. Make Juneau the best possible Capital City.</b>	<ul style="list-style-type: none"><li>• Maintain funding for the Alaska Committee.</li><li>• Track state employment &amp; payroll.</li><li>• Initiate a long-range Capital Campus planning effort by July 2016.</li></ul>	
			<b>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 &amp; Research, a vibrant arts &amp; culture destination, and place with diverse recreational assets and opportunities.</b>	<ul style="list-style-type: none"><li>• Identify specific employment needs and locations to target marketing.</li><li>• Branding and targeted marketing plan in place by mid-year 2016.</li></ul>	
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.	<b>16. Develop and implement a CBJ downtown improvement strategy.</b>	<ul style="list-style-type: none"><li>• Immediately begin to identify and apply for grant funding to supplement downtown planning.</li><li>• Begin downtown neighborhood and business plan process by August 2015. Include a funding commitment, identification of project partners, and project scope.</li><li>• # businesses in area; # vacant properties in area.</li><li>• \$ property tax revenue from area; \$ sales tax revenue from area.</li></ul>	
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.	<b>17. Complete a Housing Action Plan, followed by action. Set goals for “starter” and affordable housing, senior housing, as well as special populations downtown.</b>	<ul style="list-style-type: none"><li>• Set specific and measureable housing goals and implementing programs in 2015.</li><li>• 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.</li></ul>	