

AURORA HARBOR DRIVE DOWN FLOAT PROJECT

APPLICATION FOR 2024 PORT INFRASTRUCTURE
DEVELOPMENT PROGRAM GRANT

Amount Requested: \$11,154,002

58°18'14.4"N | 134°25'55.6"W



Submitted By:

City and Borough of Juneau Docks & Harbors
155 Heritage Way
Juneau, Alaska 99801



INTRODUCTORY INFORMATION

Name of lead applicant	City and Borough of Juneau Docks & Harbors
Is the applicant applying as a lead applicant with any joint applicants?	No
Project name	Aurora Harbor Drive Down Float
Project description	The project will build a drive down float and vehicle bridge, as well as incorporate two new 5-ton electric cranes, to serve the commercial fishing fleet and improve freight transportation. The facilities will improve safety, reduce overcrowding, and increase the efficiency of transporting goods between vessels and the road system.
Is this a planning project?	No
Is this a project at a coastal, Great Lakes, or inland river port?	Coastal Project
Is this project located in a noncontiguous State or U.S. territory?	Yes, noncontiguous state: Alaska
GIS Coordinates (in Latitude and Longitude format)	58°18'14.4"N 134°25'55.6"W
Is this project in an urban or rural area?	Rural
Project Zip Code	99801
Is the project located in a Historically Disadvantaged Community (HDC) or a Community Development Zone (CDZ)? (A CDZ is a Choice Neighborhood, Empowerment Zone, Opportunity Zone, or Promise Zone.)	No
Has the same project been previously submitted for PIDP funding?	Yes
Is the applicant applying for other discretionary grant programs in 2023 for the same work or related scopes of work?	No
Has the applicant previously received TIGER, BUILD, RAISE, FASTLANE, INFRA or PIDP funding?	Yes, TIGER 1 (2009)
PIDP Grant Amount Requested	\$11,154,002
Total Project Cost	\$13,942,502
Total Federal Funding	\$11,154,002
Total Non-Federal Funding	\$2,788,500
Will RRIF or TIFIA funds be used as part of the project financing?	No



TABLE OF CONTENTS

Introductory Information

- I. PROJECT DESCRIPTION.....1**
 - A. Project Goals 1
 - B. Transportation Challenges 2
 - C. Project History 3
 - D. Broader Infrastructure 4
 - i. Technical and Engineering Aspects..... 5*
- II. Project Location5**
- III. Grants, Funds, Sources, and Uses of Funds.....6**
 - A. Funding Sources 6
 - i. Federal Funding Percentage Requirements and Expenditure Deadlines 7*
- IV. MERIT CRITERIA7**
 - A. Achieving Safety, Efficiency, or Reliability Improvements 7
 - i. Movement of Goods..... 7*
 - ii. Safety Improvements..... 8*
 - iii. Efficiency Improvements 9*
 - iv. Reliability Improvements 10*
 - B. Supporting Economic Vitality at the Regional or National Level..... 11
 - i. Economic Advantage of the Port..... 11*
 - ii. Contribution to Freight Transportation At, Around, and Through the Port 14*
 - C. Leveraging Federal Funding to Attract Other Sources of Investment 16
 - i. Infrastructure Investment 16*
 - D. Port Resilience..... 17
 - i. Disaster Resilience 17*
 - ii. Economic Resilience..... 19*
- V. SELECTION CONSIDERATIONS.....20**
 - E. Climate Change and Sustainability 20
 - i. Project Planning Process 21*
 - ii. Environmental Impacts..... 22*
 - F. Equity and Justice40..... 22
 - i. Equity in Planning and Policy Decisions 23*
 - ii. Public Engagement & Project Impacts 24*
 - G. Workforce Development, Job Quality, and Wealth Creation 25
 - i. Supporting Jobs and Earnings 25*
 - ii. Supporting Mariculture Growth 25*
- VI. PROJECT READINESS.....26**



- A. Technical Capacity26
 - i. Project Schedule27
 - ii. Risk Mitigation27
- B. Environmental Risk28
 - i. NEPA Status28
 - ii. Environmental Permits and Reviews28
 - iii. State and Local Approvals.....29
- VIII. STATUTORY DETERMINATIONS.....29**
- Attachments.....30**

FIGURES

- Figure 1. Existing dock to be replaced to be replaced (left) and crane dock (right).....1**
- Figure 2. Excerpt from engineering drawing.....2**
- Figure 3. 27-foot Ladder from Vessels to Existing Crane Dock.....3**
- Figure 4. Similar Project: Ketchikan Drive Down Float.....5**
- Figure 5. Project Location.....5**
- Figure 6. Project Site..... 6**
- Figure 7. Project site: Steep Gangway Crane dock in use.....8**
- Figure 8. Similar Drive Down Float Transferring Freight Directly from Vessel to Shipping Container11**
- Figure 9. Crane dock in use.....15**
- Figure 10. Example of similar drive down float transporting people by bus.....18**
- Figure 11. Demographic breakdown of Juneau residents.....22**
- Figure 12. Project schedule.....27**

TABLES

- Table 1. Budget Table.....6**
- Table 2. Funding Sources and Percentages.....7**
- Table 3. Value of time saved with drive down float.....9**
- Table 4. Benefit-Cost Analysis Results.....12**
- Table 5. Project benefits breakdown.....13**
- Table 6. Increased processing and sales.....16**

I. PROJECT DESCRIPTION

The City and Borough of Juneau (CBJ) Docks & Harbors seeks to update current infrastructure and expand facilities at Aurora Harbor to support CBJ's growing maritime sector. This sector is a major driver of CBJ's economy; Juneau contributes to the regional and national economy through the distribution of seafood and seasonal employment of numerous local and out-of-state workers. The Aurora Harbor Drive Down Float project will provide critically important improvements to serve the transportation needs of the seafood industry in Juneau. The proposed project holds great potential for job creation, business opportunities, and environmental impact by providing a more efficient method for transferring goods and reducing harbor congestion and carbon dioxide emissions by decreasing travel miles. This, in turn, can lead to a more sustainable and prosperous future for commercial and recreational user groups alike. This project will contribute to the growth of the local economy and bring about a much-needed change in how CBJ approaches transportation and logistics.

The marine facility this project seeks to improve is relied on heavily by the commercial fishing industry yet is inadequate to meet the needs of local and regional fishermen. Located in downtown Juneau, the proposed project site is located between Harris and Aurora Harbors. The existing facilities in the project area consist of the crane dock, a rock-filled sheet pile bulkhead with a concrete apron, fender piles, and two hydraulic cranes facing into a small vessel basin. There is also a small float and gangway for fishermen to transport goods. These facilities are collectively known as the Fisheries Terminal. The crane dock faces a persistent issue of overcrowding, which poses difficulties for fishermen who have to manually ascend a steep 27-foot long ladder from their vessels to the fixed dock. At the float they must climb a steep (29 degree grade at low tide) gangway to transport goods and supplies by hand. Each of these hinder the direct transfer of goods between vessels and the shore.

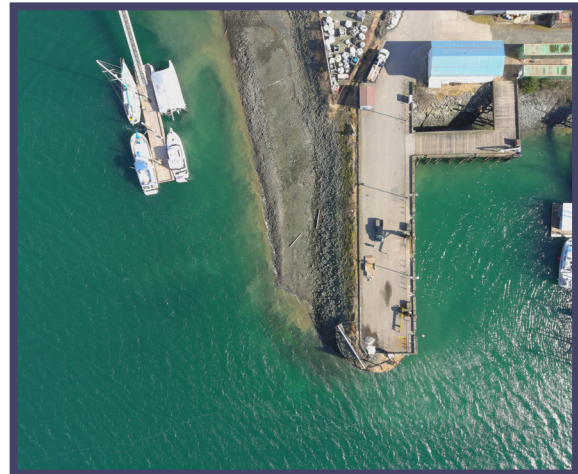


Figure 1. Existing float and gangway to be replaced by drive down float(left) and crane dock (right)

The Aurora Harbor Drive-Down Float Project will address these issues by providing a drive down float with two additional cranes to support more efficient operations. It will also service other industry vehicles, such as ambulances, tourism, and semi truck with shipping container, for the transportation of goods and services to better enhance the local community and economy.

A. PROJECT GOALS

The primary purpose of the Aurora Harbor Drive Down Float project is to provide needed infrastructure to Juneau's maritime industry to support economic growth by developing a drive down facility with crane-load capabilities to streamline the transport of products and supplies.

The project will develop a 60- by 70-foot widened dock section that is attached to the existing pile-supported approach dock. The widened dock section will be the means of connecting the new 17-foot-wide by 140-foot-long vehicular transfer bridge to the shore. At the other end of the transfer bridge will be a 48-foot-wide by 120-foot-long, vehicle-accessible drive down float

equipped with two 5-ton electric cranes, allowing freight transfer directly from the vessel to a transport vehicle. Potable water, fire suppression, power, and lighting utilities will be extended down the bridge to provide services on the float.

The proposed project will offer year-round, all-tide ability for loading and unloading gear, cargo, provisions, seafood, and other related items. Its implementation will significantly improve the safety and efficiency of these operations by providing direct access between vessels moored to the float and the shore through a vehicle transfer bridge. The project aims to tackle overcrowding and ensure timely loading operations for commercial fishing and other vessels.



Figure 2. Excerpt from engineering drawing

B. TRANSPORTATION CHALLENGES ADDRESSED

Juneau is accessible only by air or marine transport; it serves as a hub for many disadvantaged Southeast Alaska communities that are also not connected to a traditional road system. These communities come to Juneau for access to medical care, supplies, and the Juneau International Airport. The airport plays a crucial role in facilitating the commerce of local and regional fishermen, processors, and direct marketers. It serves as a critical transportation hub for flying their products to various domestic markets at regional, statewide, and national levels, as well as international markets. As noted in the 2013 Comprehensive Plan of the City & Borough of Juneau (Comprehensive Plan), found in Attachment G, the development of effective transportation infrastructure is “particularly significant to the development of regional commerce as Juneau is accessible only by marine and air transport. Goods, customers and information rely on the ability to travel in and out of the community rapidly, safely, and at the lowest cost to achieve maximum participation.”

Aurora Harbor’s layout provides additional transportation challenges: Developable land is

limited in Juneau, and a portion of the upland area and docks immediately southeast of the project site are owned by the University of Alaska Southeast (UAS). The proposed project will expand and upgrade an area already dedicated to marine activities to better use available land and avoid construction on pristine tidelands or on land not owned by CBJ.

The Aurora Harbor Drive Down Float project is the first step toward addressing numerous basic transportation challenges, including safety, congestion, mobility of goods, and vessel moorage in a manner that best protects the environment and public space. These challenges are rooted in the lack



Figure 3. 27-foot Ladder from vessels to existing Crane Dock

of direct vessel-to-roadway access and limited crane infrastructure that struggles to meet growing demand. The proposed project will incorporate additional cranes to mitigate overcrowding issues that cause delays in transporting commercial loads. The development of a drive down float will create vehicle-accessible dock infrastructure that will provide users year-round access to perform vessel maintenance and the ability to efficiently load and unload goods.

It is of particular importance to highlight how the proposed project will enhance the connectivity of the local fishing fleet with the transportation network. The new drive-down facility will make bringing seafood to processing centers and to market substantially more efficient by allowing the transfer of seafood directly from vessels to the road system.

C. PROJECT HISTORY

Pre-Concept Economic Climate

During the mid-1980s, the fishing and seafood industry in Juneau was in dire condition. Although Juneau was home to several hundred fishermen, fundamental industrial infrastructure was severely deteriorated or nonexistent.

Fisheries Terminal Concept Development and Land Acquisition

In 1986, the eminent Ad Hoc Fisheries Development Committee (AHFDC) put forth several recommendations to the CBJ assembly to resuscitate the struggling local industry. AHFDC's proposed measures included the establishment of a Juneau Fisheries Terminal. This facility was to be situated on a patch of land owned by the University of Alaska Southeast (UAS). In an innovative agreement, UAS and CBJ agreed to a long-term lease for a considerable part of the property.

Public Loading Dock Development and Construction

In 1988, a proposal was put forth for constructing a public loading dock. The site chosen was the rubble mound jetty at the south end of Aurora Harbor, which separated that harbor from the leased tidelands. The proposed dock featured two new hydraulic cranes, each capable of handling up to 4,000 pounds. The construction proposed involved the creation of 9,500 square feet of paved surface area, of which 7,000 square feet were deemed usable for staging purposes. The original crane dock east of the project site was completed in 1992.



Development of Other Upland Infrastructure

In that time frame, a significant portion of the leased uplands were platted and transformed into a small vessel service yard, subsequently sublet to Juneau Marine Services (JMS). JMS operated the Travelift and managed a service float dedicated to small vessels. The establishment of the new yard proved to be an immense benefit for the local fishing fleet, providing them with access to high-quality upland service facilities, which were previously nonexistent.

Project Funding Dries Up

Following construction, the already limited funding for work on the Fisheries Terminal Project dried up. Consequently, the CBJ Docks and Harbors had to allocate most of the available resources towards the restoration of the four small boat harbors under their management. Much of the basic moorage infrastructure was in poor condition when transferred to CBJ from the State of Alaska.

Previously Completed Components: The proposed drive down float is a critical component of a larger infrastructure project.

1988 – Crane Dock Designed

1990 – Juneau Fisheries Terminal

- Dredging of the basin
- Installation of the sheet pile bulkhead
- Electrical for the cranes and lights
- Water service to the sheet pile bulkhead

1990 – Fisheries Float Electrical

- Lights and electrical pedestals added to the existing moorage float

1992 – Juneau Fisheries Terminal Uplands Improvements & Crane Dock Constructed

Uplands work around the boat yard and sheet pile bulkhead including:

- Storm drains
- Curb and gutter
- Asphalt paving

D. BROADER INFRASTRUCTURE INVESTMENT CONTEXT

The Aurora Harbor Drive Down Float Project is one component of the 2017 Juneau Downtown Harbors Uplands Master Plan: Bridge Park to Norway Point Master Plan (Attachment F). This master plan is a phased approach to enhancing Juneau’s downtown waterfront and providing infrastructure to support various harbor user groups. The plan’s goal is to develop Juneau into a premier port in Southeast Alaska. Since 2012, CBJ Docks and Harbors has invested over \$20 million in rebuilding the float system at Aurora Harbor. CBJ Docks and Harbors is also in the planning process of replacing its old, cramped, and generally inadequate Aurora harbor offices. The goal is to construct a new building to house harbor functions and provide office and retail spaces for marine-related businesses. Only the drive down facility and additional cranes are being proposed for PIDP funding under the Aurora Harbor Drive Down Float Project.

E. STATEMENT OF WORK

CBJ Docks & Harbors possesses the necessary authority to plan, construct, own, operate, and maintain the Aurora Harbor Drive Down Float project, which is aimed at enhancing marine



facilities relied on by local and regional fishermen. The proposed project endeavors to reduce harbor congestion and carbon dioxide emissions by decreasing travel miles while simultaneously generating job opportunities and business growth.

i. Technical and Engineering Aspects

A proposed drive down facility is intended to be situated just inside the southern entrance of the Aurora Harbor, with the objective of providing seamless operations for vessel loading and offloading activities. The facility will comprise a vehicular transfer bridge measuring 17 feet in width and 140 feet in length, which will be connected to the shore at the northwest corner through a widened dock section measuring 60 by 70 feet. The dock section will be linked to the existing pile-supported approach dock. The bridge will provide access to a vehicle-accessible drive down float



Figure 4. Similar Project: Ketchikan Drive Down Float

measuring 48 feet in width and 120 feet in length. Two 5-ton electric cranes will also be available on the float. The drive down float will be moored by steel pipe piles surrounded by energy-absorbing pile hoops. To reduce structural loads on the main float, a submerged auxiliary float will provide primary support for the bridge. Water, fire suppression, power, and lighting utilities will extend down the bridge to provide services on the drive down float.

The drive down facility is a unique and valuable piece of infrastructure to the maritime industry, as it allows for all-tide vehicular access to the vessels moored at the float. While the existing crane dock provides valuable infrastructure for heavy-capacity freight loading/unloading operations for large vessels, it alone does not have the capacity to meet the current demand of the fleet. Further, due to steep gangways and ladders, fisheries terminal is unable to provide Americans with Disabilities (ADA) access because vessels are inaccessible due to ladders and steep gangways. The drive down float allows for vehicles to directly access the vessels and transport crews/vessels, tools, provisions, seafood, gear, and other small cargo.

II. PROJECT LOCATION

The Aurora Harbor Drive Down Float Project will be constructed near downtown Juneau, between Aurora and Harris coastal harbors at 58°18’12.18” North and 134°25’56.11” West. CBJ acknowledges and respects that our community is built on the ancestral lands of the



Figure 5. Project Location



Tlingit people. CBJ honors the A’akw Kwáan and T’aaku Kwáan – the Indigenous people of this land. For more than 10,000 years, Alaska Native people have been and continue to be integral to the well-being of our community.

According to the Climate and Economic Justice Screening Tool, the project is not designated as a Historically Disadvantaged Community but is designated as health disadvantaged in terms of low life expectancy and climate change disadvantage in terms of projected flood risk. While the project is not located in a historically disadvantaged community it is a regional hub for many historically disadvantaged communities in Southeast Alaska. Juneau is not located in a federally designated community development zone. The Census Tract has a population of approximately 5,380 residents, according to the Climate and Economic Justice Screening Tool. The tool notes the population within the tract is 2% Black or African American, 23% Alaskan Native, 12% Asian, and 3% other. While the percentile of the low-income population is in the 61st percentile.



Figure 6. Project site

The broader CBJ community, which will be impacted by the proposed project, is a rural area with a population of 32,255 people, according to the 2020 U.S. Census. Alaska Natives represent 21% of the community population. A 2024 analysis shows that 68% of Juneau’s Alaska Native households are low income, with 47% designated as very low income, according to the U.S. Housing and Urban Development income limits. Alaska Native people in the area rely on subsistence, and this dock will provide Alaska Native residents with more access to salmon (see attachment 1). Juneau is not considered an Urbanized Area; it is designated as an Urban Cluster.

III. GRANTS, FUNDS, SOURCES, AND USES OF FUNDS

A. FUNDING SOURCES

The proposed total project cost is \$13,942,502. The cost was developed by a professional engineering firm using preliminary design for the drive down float project. The cost estimates are based on similar, recent public project experience in Southeast Alaska. This experience includes the design and construction of a very similar drive down floats in Southeast Alaska.

Table 1. Budget Table

	Component 1	Total
PIDP Funds:	\$11,154,002	\$11,154,02
Other Federal Funds:	\$0	\$0
Non-Federal Funds:	\$2,788,500	\$2,788,500
Total:	\$13,942,502	\$13,942,502

Costs include 15% contingency to account for inflation and any changes necessary throughout construction. A detailed breakdown of the project budget can be found in Attachment H.

CBJ is requesting MARAD to fund 80% of the proposed project cost. CBJ intends to commit



\$2,788,500 to the project, or 20% percent of the total cost. CBJ’s letter of commitment can be found in Attachment D. Table 1 shows a breakdown of federal vs. non-federal funds that will be used to develop the proposed project.

Aurora Harbor Drive Down Float Total Project Budget							
Component	Non-Federal	% of Total	PIDP	% of Total	Other Federal	% of Total	Total
Estimated Total Construction Cost	\$1,873,520	20%	\$7,494,080	80%	\$0	0%	\$9,367,600
Contingency (15%)	\$281,028	20%	\$1,124,112	80%	\$0	0%	\$1,405,140
Planning, Permitting, Design, and Construction Admin/ Inspection	\$374,704	20%	\$1,498,816	80%	\$0	0%	\$1,873,520
Inflation	\$259,248	20%	\$1,036,994	80%	\$0	0%	\$1,296,242
Total Project Costs	\$2,788,500	20%	\$11,154,002	80%	\$0		\$13,942,502
Total Non-Federal Share (match amount)						20%	\$2,788,500
Total PIDP Grant Funding Request						80%	\$11,154,002

Table 2. Funding Sources and Percentages

i. Federal Funding Percentage Requirements and Expenditure Deadlines

The Aurora Harbor Drive Down Float project qualifies as a rural small project at a small port and is eligible for greater than 80% PIDP grant funding, although the waiver of matching funds is not guaranteed. We are aware of the competitive nature of the PIDP program and the importance of a local 20% match therefore, CBJ Docks and Harbors would like to demonstrate our commitment to the proposed project, CBJ is dedicating \$2,788,500 in city match funds.

DOT seeks to obligate FY 2024 PIDP funds by September 30, 2026, with the expectation that they will be expended within five years of obligation. The proposed project can meet this deadline; see Section VI for our discussion on project readiness.

IV. MERIT CRITERIA

A. ACHIEVING SAFETY, EFFICIENCY, OR RELIABILITY IMPROVEMENTS

i. Movement of Goods

CBJ’s harbor facilities are of major local, regional, and national significance to the seafood industry. Juneau was ranked as the 39th largest commercial fishing port by value in the United States and the 13th largest in Alaska (Attachment A). The proposed project site is located within the south entrance of Aurora Harbor and adjacent to Harris Harbor, both of which provide moorage to local and regional fishing fleets. Aurora Harbor is the largest harbor in Juneau’s harbor system. Aurora Harbor has the capacity for 465 vessels, while Harris Harbor provides moorage for 288 additional vessels.

The existing pedestrian gangway and timber fixed dock this project intends to supplement are a central point for the transfer of supplies, gear, maintenance equipment, and seafood, between

vessels and land. The crane dock that sits just southeast of the project site is critically important infrastructure to the commercial fishing fleet; the dock is consistently busy with fishermen loading and offloading fishing supplies, nets, gear, bait, and crab and shrimp pots. Crane demand, based on hours of use, tripled between 2013 and 2021 due to increasing demand from the fleet. Together, the fixed dock and crane dock are critical to the movement of goods in Juneau. In 2021, the crane dock was used to move 186,000 pounds of seafood and kelp to the market. Despite this immense demand, only 40% of the fish caught near Juneau made it into the community for processing due to Aurora Harbor’s inadequately sized infrastructure.

The proposed project will improve the safety, efficiency, and reliability of harbor operations to ensure Aurora Harbor is operating at maximum efficiency for the local and regional fishing fleet, as well as increase shore processing and direct marketing that will create more business opportunities locally and better drive seafood to local, regional, national, and international markets.

ii. Safety Improvements

Safety comprises one of the most significant benefits to this project. The more than 450 fishermen and crew members who use the fixed dock throughout the year spend about 17,000 hours annually, climbing a steep ladder, walking back and forth between the parking lot and their vessels to transfer supplies using the pedestrian bridge. The average age of an Alaska commercial fishing permit-holder is 52 years old. Currently, harbor users moving the typically heavy and bulky supplies between their vessels and the shore use wheelbarrows or carry items by hand. This task becomes especially dangerous at low tide when the ramps – which also become slippery when wet – become as steep as 29 degrees.

Additionally, due to the high demand for the crane dock, it becomes congested both in water and on the surface. The inner portion of the dock becomes hazardously shallow at low tides for both vessels attempting to maneuver around the dock and for those moored to it. The turning basin in front of the south face of the crane dock (the opposite side of the dock from the proposed drive down float) is tight and subject to strong currents, which makes it difficult for larger vessels such as tenders and limit seiners to approach the dock.

The drive down float will allow harbor users to drive transportation vehicles down to the float, where they can use the two additional five-ton cranes to transport goods and supplies directly from the vessels to vehicles. By removing the need for harbor users to walk the steep ramps and carry goods by hand, a drive down crane float would eliminate nearly 17,000 hours of walking back and forth between vehicles and vessels annually and 250 injuries over the next 30 years. The value of injuries and accidents avoided benefit, based on damage costs provided by the US DOT, is \$41 million discounted over a 30-year period. Additionally, replacing the existing fixed dock with a floating dock will provide a safer option for the large tidal swings of up to 25 feet that occur. In these environments, floating



Figure 7. Project site: Steep Gangway



docks are preferred as they will allow the dock to remain level with the changing water levels and with moored vessels, providing safer access between the vessel and the dock.

iii. Efficiency Improvements

The new drive down float will replace a pedestrian ramp local fishermen use to transport goods using wheelbarrows. Hauling items manually this way requires hundreds of trips on foot, often in inclement weather. Along with the ability to move seafood more efficiently, the drive down float will better accommodate regular gear changes, mechanical work performed on vessels, and trip provisioning prior to fishing trips.

Gear changes are required for different types of fishing activities. For example, vessels use crab and shrimp pots during the summer and fall crab and prawn season, while the halibut and black cod season from March to November uses longlines. It is estimated that fishermen spend 144 hours per vessel each year changing gear out using the pedestrian ramp. Regular vessel maintenance is also hindered by the inability to quickly move tools and replacement parts back and forth from the vessel to land, amounting to an average of 8 hours spent performing vessel maintenance, or 84 hours per vessel each year. The last component is trip provisioning, which consists of stocking vessels with a life raft that requires annual inspection, groceries, and basic supplies to last on sometimes extensive fishing trips. This amounts to 7.6 hours annually for 12 significant provisioning trips per year.

Fishermen interviewed during the development of the Benefit-Cost Analysis (BCA; Attachment A) estimated the drive down float would cut down the time spent on gear changes and mechanical work in half, and slash time taken for provisioning trips by 90%. By avoiding walking back and forth across an often steep and slippery ramp between shore and vessels, the proposed drive down float project will amount to 16,492 hours saved annually. The project is estimated to save nearly one million dollars annually in avoided labor costs, or \$22 million discounted over a 30-year period. See Table 3 for the total time and money saved each year.

The proposed project additionally seeks to expand crane operations at Aurora Harbor by adding two 5-ton cranes onto the new drive down float. The existing crane dock that consists of two cranes and a 150-foot-long dock face moved an estimated 200,000 pounds of seafood and kelp to the market in 2021. Annual crane demand more than tripled to 766 hours in 2021, up from 252 hours in 2012. Many fishermen have expressed issues with overcrowding at the crane dock and difficulty maneuvering to and from it, especially when another vessel is already moored to it. This is despite the fact that the dock is meant for use by more than one vessel. Adding two cranes to the drive down float will double capacity to accommodate crane demand, as well as reduce congestion in the water and at the docks.

Value of Time Saved with Drive Down Float		
	Total annual time savings in hours	Total annual savings for vessels (2022)
Gear Changes	9,300	\$504,977
Mechanical Work	5,425	\$294,570
Provisioning & Inspections	1,767	\$103,688
Value of Time Traveled Saved (30-year period)		\$21,842,045

Table 3. Value of time saved with drive down float



Although Juneau was ranked as the 39th largest commercial fishing port by value in the United States and the demand for its infrastructure continues to increase over time, only 40% of the fish caught in the immediate vicinity of Juneau made it to local processors. This inefficiency is linked to the inefficient movement of goods and the primary and secondary processing business being taken out of the state and country. The drive down float and cranes will better connect the local fishing fleet to the transportation network by allowing commercial fishermen to move product and supplies directly from vessels to the road system, getting more seafood to processing centers. Adding a drive down float and doubling the nearby available crane capacity is expected to increase the value of shore processing and direct marketing sales by more than \$2 million each year, totaling \$36,081,233 in additional sales over a 30-year period.

iv. Reliability Improvements

Commercial fishermen interviewed during the development of the BCA expressed concern over the reliability of the pedestrian bridge and fixed dock, as well as the crane dock. The high demand for the crane dock, combined with the tight space for maneuvering and strong currents within the turning basin, have led to congestion and uncertainty over being able to use the dock during key periods, such as gear changes between salmon and crab openings. Similarly, injuries are commonplace for users of the pedestrian ramp to the fixed float.

The Aurora Harbor Drive Down Float Project seeks to improve the reliability of cargo operations by enhancing the dependability of the marine facilities in downtown Juneau. The existing facilities, collectively known as the Fisheries Terminal, are heavily relied on by the commercial fishing industry but are inadequate to meet the needs of local and regional fishermen. The proposed project aims to address this by providing a more efficient method for transferring goods and reducing harbor congestion. By providing a drive down float with two additional cranes, the project can increase the capacity of the fisheries terminal and improve the direct transfer of goods between vessels and the shore. This can ultimately benefit businesses and consumers nationwide by ensuring that deliveries are made on time and without incident.

“The existing [crane] dock face is sometimes hard to maneuver in strong tide situations, and the inner portion near the old wood dock is too shallow at low tide for many boats, including mine. Completing the dock on the north side will be a big plus.”

– Ian Fisk, Fisherman, *Primo Prawns*

The proposed infrastructure improvements in the Aurora Harbor Drive Down Float Project will directly address these concerns, ensuring commercial fishermen and other harbor users have access to safe, reliable harbor infrastructure.

The 17- by 140-foot transfer bridge will connect a new widened dock to the 48- by 120-foot drive down float, allowing reliable vehicle access directly from shore to the float. The proposed design is based on a similar drive down dock that was built in Auke Bay, which some fishermen navigate 34 nautical miles from Juneau to use. The addition of two 5-ton cranes on the new float will alleviate congestion at the crane dock, minimizing cumbersome maneuvering and mooring efforts for fishermen using larger vessels.

The existing fixed dock provides additional uncertainty around vessel access and goods transfer. Juneau’s 25-foot tidal range causes significant movement of the vessels moored to the dock, but the dock itself does not move with the changing water levels or currents. The drive down float



design will better accommodate Juneau’s tidal environment. The float will be anchored with steel piles and pile frames surrounded by energy-absorbing pile hoops attached to the float, ensuring the structure will provide both stability and the ability for the float to move with changing tidal conditions. The vehicle transfer bridge will be supported by a submerged auxiliary float to reduce structural loads on the main float, preserving the longevity of the system.

Freight Movement

Important freight passes through Aurora Harbor using the crane dock, which harbor users have reported to be difficult to use for such goods (see BCA). However, these goods often cannot be walked up the pedestrian gangway.

Some of the freight transferred at the crane dock has included:

- Construction materials for home building
- Vessel reconstruction materials
- Seafood and kelp
- Subsistence harvests & sport fishing fish
- Provisions

There is no road access to Juneau and many other nearby Southeast Alaska communities, many of which rely on Juneau for access to the above freight resources. Reliable movement of these goods is critical to the local and regional community. The drive down ramp and new cranes will allow operators to drive containers directly to vessels for loading. Fresh seafood and freight can be transferred without intermediate freight hauling stages. The proposed project will additionally free up space at the crane dock. This additional reliable method of freight transfer is expected to increase the freight products moved by hundreds of thousands of pounds each year.



Figure 8. Similar Drive Down Float Transferring Freight Directly from Vessel to Shipping Container

In 2022, more than 20 million pounds of seafood was shipped out of the Juneau port via marine transportation (10,300 tons) including 590,000 pounds of shellfish.¹ While much of the product is used domestically across the US, Alaska seafood is exported to Canada, South Korea, Japan, Southeast Asia, China, Thailand, Germany, the Netherlands, and France.² A portion of the 20,000 pounds of seafood that came through the Aurora crane dock last year was shipped out to high end restaurants and grocery stores in Washington, California, and Colorado; while some was sold locally for secondary processing and local consumption.³ Upgrading the crane dock will provide significantly more capacity for freight of all sorts to be exported around the world.

B. SUPPORTING ECONOMIC VITALITY AT THE REGIONAL OR NATIONAL LEVEL

i. Economic Advantage of the Port

Juneau is a remote rural community with access to important aquatic resources. Since the community is not connected by the road system to the rest of the state, marine infrastructure is critical. In 2021, 452 commercial fishing vessels were home-ported in Juneau, while 2,834

¹ FREIGHT DATA IS FROM U.S. ARMY CORPS OF ENGINEERS.
² THE ECONOMIC VALUE OF ALASKA’S SEAFOOD INDUSTRY, MCKINLEY RESEARCH APRIL 2024 FOR ASMI
³ PERSONAL COMMUNICATION WITH CRANE DOCK USERS MAY 7, 2024



commercial fishing vessels were home-ported in Southeast Alaska. In 2022, the Juneau seafood industry (including commercial fishermen and seafood processors) generated 617 direct year-round equivalent jobs, contributing significantly to the local economy. Commercial fishing is a renowned economic driver, providing some of the highest private wages in Southeast Alaska.

Table 4. Benefit-Cost Analysis Results

Measure	Discounted at 3.1%
Total Benefits	\$100,992,111
Total Costs	\$11,703,828
Benefit-Cost Ratio	8.63

The regional commercial fishing fleet of Southeast Alaska relies heavily on Aurora Harbor, which is the largest of CBJ’s protected harbors. Juneau is considered a regional hub for access to and transport of goods and services in Southeast Alaska. As discussed in the 2013 Comprehensive Plan, facilitating safe, reliable, and quick transportation is critical to supporting other communities and regional economic development. Commercial fishermen from nearby Haines Borough, Petersburg Borough, Hoonah, and Angoon, among several other native communities, travel to Juneau to participate in the seafood industry and take advantage of Juneau’s seafood processing facilities and connections to more extensive transportation infrastructure, such as the Juneau International Airport.

Juneau Seafood Numbers

An average of 24 million pounds of seafood has been landed at the port of Juneau annually, with an average annual ex-vessel of \$27 million (2022 dollars, 10-year average). Juneau supports 617 annual average seafood jobs in the private sector along with 421 public sector jobs for a total of 1,038 year-round equivalent Juneau based seafood and ocean life focused jobs, with \$75 million in total associated annual earnings.

The existing crane dock is known to be in high demand and will continue to bring in users; the BCA notes that an estimated nearly 200,000 pounds of seafood and mariculture product are brought into Juneau from the crane dock each year, while the demand for its services has tripled between 2012 and 2021. Local businesses such as Taku Fisheries and Alaska Glacier Seafoods relied on the crane dock facility to transfer catches when they first started operating; now as large, successful businesses, both companies still depend on the crane dock to supplement their own docks. Dozens of smaller seafood operations also depend on the crane dock to move their seafood products from boat to shore. These include smaller shore-based processors like Horst Seafoods and Taku River Reds, and the many direct market operations that process and sell their own catch, like Primo Prawns, which processes and freezes high-value spot prawn catch on board and offloads at the crane dock. Moreover, many marine service providers in Juneau also depend on it for heavy equipment lifts other service functions. All manner of fishermen use it for loading and offloading nets, crab and shrimp pots, long-line gear, bait, provisions and general fishing supplies.

Juneau additionally has a strong outlook of harvestable fish; the nearby Douglas Island Pink and Chum, Inc. (DIPAC) is a salmon hatchery that is working to grow the total amount of salmon in the area. The permitted incubation capacity of this facility was 135 million chum salmon, 1.5 million coho salmon, and 1.25 million Chinook salmon eggs in 2021.

Creating Economies of Scale

The Aurora Harbor Drive Down Float Project is expected to decrease the average cost of



operations following the increase in scale. Although a BCA is not required for a small project at a small port, CBJ Docks and Harbors believe the statistics effectively demonstrate the positive influence on the economy. The BCA performed for the proposed project indicates the benefits will total \$101 million over a 30-year period, beginning in 2028 and amounting to a benefit-cost ratio of 8.63 (Table 5).

After careful analysis, it has been determined that the benefits of the project not only cover but significantly surpass the costs. The total estimated cost of the project includes \$11,024,241 million for construction and \$679,586 for operations and maintenance, with both values being discounted at 3.1%. These figures are based on the assumption that the construction will be completed by 2027.

Measure (2028-2057)	Benefits (discounted at 3.1%)
Value of time saved for gear changes, provisioning, and mechanical work	\$21,842,045
Injuries Avoided	\$41,079,868
Increased Processing and Sales	\$36,081,233
Emission Reduction	\$197,421
Residual Value	\$1,791,544
Total Benefits	\$100,922,111

Table 5. Project Benefits Breakdown

Overcoming Barriers to Entry

Aurora Harbor is inherently constrained by the inability to expand much beyond the project site. The waters between the southeast side of the crane dock and Harris Harbor are owned by UAS, as is a portion of the uplands adjacent to the harbor. Despite this barrier, Aurora Harbor has become one of the most critical pieces of infrastructure for local and regional commercial fishing fleets in Southeast Alaska. This is evident in how much seafood passes through Aurora Harbor: an estimated 186,000 pounds of seafood and mariculture products pass through the existing crane dock each year.

All upgrades and expansions associated with the proposed project, however, were intentionally designed and placed within Aurora Harbor to both improve the logistics and safety of commercial fishing operations and avoid any development on UAS property. By adding two cranes to the drive down float, the proposed project will alleviate congestion issues at the existing crane dock, where the turning basin is tight for larger vessels, especially while the dock is in use. Vessels will also spend less time at the drive down float due to the ability to transport goods and supplies more quickly between vessels and the shore.

Due to its remote location and the lack of road access, it is expensive and difficult to construct major projects in Juneau. CBJ plays a critical role in the maritime sector and seafood industry. While various harbor improvements have been made in recent years, most available resources have been used to rehabilitate existing harbors rather than build new facilities. This is not a challenge unique to Juneau; many other Southeast Alaska communities – including those that rely on Juneau’s harbors – have limited or no road access and find construction costs to be a major obstacle to their own harbor developments.



Additionally, the 2013 Comprehensive Plan notes that as a major regional hub, Juneau faces the difficult task of helping the Southeast region achieve economic prosperity while also “finding an equitable balance between the community’s contribution to solving the region’s problems and the benefits that the community will receive for participating in regional solutions...”

As shown in the BCA, despite the high construction and material procurement costs, the benefits of the proposed project outweigh the costs. Overcoming the above barriers to develop improved harbor infrastructure will support Juneau in cementing its role as a leader in the regional and national seafood industry.

“The crane dock was extremely important for us when we were starting Alaska Glacier Seafoods back in 1996. In fact, without the dock I don’t think we could have built our company.”

– *Mike Erickson, President, Alaska Glacier Seafoods*

Creating More Efficient Access for Labor, Resources, and Customers

One of the most important aspects of the Aurora Harbor Drive Down Float Project is providing the local fishing fleet with more efficient access to the transportation network. The drive down float will enhance this access by allowing seafood and other goods to move directly from vessels to the road system, as these goods can be offloaded directly from vessels to vehicles using the new cranes and driven directly to processing centers and to market.

Currently, only 40% of the fish caught in the immediate vicinity of Juneau move through the community for processing. Juneau and Alaska’s economy is losing economic opportunities from the transfer of unprocessed goods to primary and secondary processors in other states and countries (this is discussed in-depth in *Overcoming Competitive Disadvantage*). Juneau is well-positioned and interested in expanding manufacturing operations to support shore processing and direct marketing of harvested seafood. Some examples of previous successes included the locally owned Alaska Glacier Seafoods that began buying from local fishermen and offloading from boats using the crane dock. Alaska Glacier Seafoods now has its own dock and buys substantial amounts of fish from many local fishermen. Juneau-based Taku Smokeries similarly used the crane dock to offload fish and transport them directly to small processing facilities when it started out as a small salmon smoker; the company now generates more than \$20 million in annual sales.

By doubling crane capacity and providing improved, efficient access from vessels to the roads with the drive down float, the Aurora Harbor Drive Down Float Project will increase shore processing and direct marketing sales substantially. Supporting these operations will stimulate additional economic opportunities such as those seen by Taku Smokeries, Alaska Glacier Seafoods, Horst Seafoods, and Taku River Reds.

The total production of shore-based processors and direct marketers was 76.1 million pounds in Southeast Alaska in 2020, which is valued at \$271 million. The BCA shows the improved access and capacity brought on by the proposed project will increase production by 570,400 additional pounds of seafood for a total annual value of \$36 million over 30 years.

ii. Contribution to Freight Transportation At, Around, and Through the Port

Aurora Harbor is critical for freight offloading in Juneau (where it then becomes available to regional communities that rely on Juneau to provide such goods), as well as vessel loading. Freight goods that pass through Aurora Harbor include:

- Construction materials such as gravel, wood, sheetrock, construction equipment, and additional more used for homebuilding.
- Wood, fiberglass elements, engines, propellers, electronics, refrigeration components, and the many other materials used for vessel restoration and upkeep.
- Subsistence harvests to be delivered to elders in Alaska Native households.
- Charter fish from sport fishing activities.
- Provisioning for transient vessels that pass through Juneau in large numbers.
- Loading and unloading of necessary fishing gear and equipment during changing fishing seasons.
- Loading and unloading necessary provisioning, supplies, tools, and parts for in-water vessel repair and maintenance and commercial fishing trips.
- Offloading salmon, crab, halibut, and other catches direct from fishing vessels for movement by truck to processing plants.
- Offloading salmon catches from company and chartered tenders for delivery to processing plants.
- Offloading salmon, crab, halibut, spot prawns, and other direct-marketed species from vessels for movement by truck to cold storage, the airport for export, or by truck to local restaurants, stores, and individual consumers.



Figure 9. Crane dock in use

Harbor users reported using the crane dock to be cumbersome and difficult for transferring freight goods. Many users additionally note that the crane dock can be difficult to navigate to due to a tight turning basin radius combined with the strong, swirling currents present there. Docking at the crane dock becomes especially difficult when another boat is already moored to it, despite the crane dock being meant for more than one vessel.

The existing issues with safety, vessel congestion, effective movement of goods, and moorage in the project area are a direct threat to Aurora Harbor's role as regionally significant marine infrastructure, especially as the largest of the harbors run by CBJ Docks and Harbors. The proposed project will increase harbor resiliency against the existing congestion issues that limit the efficiency of freight operations. These improved efficiencies and resiliency measures will increase contributions to the local, regional, and national economies through a more efficient movement of goods; prevent the continued outsourcing of secondary seafood processing to other countries; and to offer the necessary harbor infrastructure and supplies that other Southeast Alaska communities rely on Juneau to provide.

The addition of two cranes will double capacity for the critical crane operations in downtown Juneau, especially for vessels that find it difficult to moor at the crane dock. The drive down ramp will create a more efficient – and far safer – means of transferring goods. Freight operators can drive containers directly to vessels for loading, foregoing intermediate freight hauling stages and providing faster distribution to processing facilities, directly to the market, or to individuals.



If the proposed project is not funded, freight expansion of a wide range of goods will not occur, movement of essential goods and supplies will remain inefficient, and Juneau will continue to see primary and secondary processing opportunities move overseas. Implementing the drive down float and adding two cranes is expected to triple the volume of seafood moved through Juneau, which was estimated at 200,000 pounds of product in 2022. The total increase in freight volume will increase by hundreds of thousands of pounds each year.

iii. Overcoming Competitive Disadvantage

The poor connection to the transportation network is a major competitive disadvantage for the regional fishing fleet and local fishermen. The limited ocean-to-road freight connection is a direct reflection of port inefficiencies and inadequate infrastructure. As a remote location with no major roadway access, Juneau must operate efficiently to compensate for the high costs of living, infrastructure development, and transportation that affect its commercial fishing and freight operations.

A primary concern for Juneau and other Southeast Alaska communities is the loss of secondary processing opportunities that could be developed in Juneau rather than occurring in countries such as China. As discussed in the BCA, most salmon are currently headed, gutted, frozen, and sent internationally for processing and selling. The community of Juneau is prepared and willing to develop these additional business opportunities but does not have an effective system for transferring goods to local shore processors or direct marketers. Success stories from Taku Smokeries and Alaska Glacier Seafoods, discussed in *Creating More Efficient Access for Labor, Resources, and Customers*, show the potential for growth in Juneau if the process can be improved.

The table below shows how the Aurora Harbor Drive Down Float Project will help Juneau overcome this economic disadvantage: The drive down float will provide additional working space, double the crane capacity, and increase the rate at which goods can be transported from vessels directly to processors and direct marketers. The project is expected to increase onshore processing revenue in Juneau by more than \$2 million per year in direct marketing and shore processing sales. In total, the project will improve seafood product direct marketing and processing in the region to provide a \$36 million increase in sales over a 30-year period.

Table 6. Increased processing and sales

Measure	Annual Benefits
Increase in Direct Marketing Annually	\$642,471
Development of New Shore Processing Annually	\$1,529,756
Increased Processing and Sales (30-year period)	\$36,081,233

C. LEVERAGING FEDERAL FUNDING TO ATTRACT OTHER SOURCES OF INVESTMENT

i. Infrastructure Investment

When the existing crane dock was first constructed, it sparked a minor revolution in the direct marketing of seafood in Alaska. The traditional development model of the Alaska seafood industry was for independent fishermen to deliver to shore-based processors. Under Alaska limited entry licensing, fishing permits can only be owned by an individual; no individual may



own more than a single permit in a given fishery; and the permit owner must be on board the vessel when the permit is being fished. This effectively ruled out processor ownership of fishing licenses and processor-owned fishing fleets. However, advances in technology made it possible for more and more processing to take place onboard vessels. Fishermen wanted to process and market their own catches, but various state regulations on taxation and seafood sanitation were not supportive. Plus, processors owned all the docks and most simply would not buy fish from any fisherman seeking to be independent.

Juneau was one of the first municipalities to build public infrastructure to help independent fishermen in the form of the crane dock. After investing in the crane dock, there was a surge in interest by fishermen who wanted to take advantage of higher prices. They gradually forced changes to state regulations, resulting in new licensing provisions. Some of these direct marketers have evolved into much larger companies and continue to develop new products and innovative marketing. The crane dock was instrumental in these developments, and its effects have been felt in other communities. Fishermen from nearby Southeast and predominately native communities travel to Juneau to access seafood market and to use the airport to fly product to outside markets. Inspired by Juneau's success, other communities are now investing in facilities to assist direct marketers and independent small processors.

Investing in the drive down float and crane infrastructure will expand on the momentum started by the crane dock.

D. PORT RESILIENCE

Transportation connectivity is critical to the community of Juneau, and this specific project will enhance the resilience of the community, addressing resiliency needs that have been documented throughout planning efforts on the local, regional, and statewide level.

i. Disaster Resilience

This project would provide additional connectivity and improve disaster response capacity in case of a natural or human-induced physical event, such as the following:

- **Injury Mitigation:** According to the project BCA, the existing system requires commercial fishermen and their crew to move a great deal of freight and supplies by hand cart, often with steep gangways (depending on the tides) or in inclement weather, resulting in documented accidents. A drive down crane float would eliminate an estimated 17,000 hours of walking back and forth with gear and freight between vehicles and vessels annually along with 250 projected injuries over the next 30 years.⁴
- **Landslide or Bridge Disaster Response:** In recent years in Southeast Alaska, climate change has resulted in catastrophic landslides, including deadly slides in Wrangell, Haines, and Sitka; and slides in Juneau have destroyed homes. Over the past decade, landslides have resulted in 11 deaths and tens of millions of dollars in property and infrastructure damage in the region.⁵ What has become apparent, during each of these slides, is the critical role that marine access floats have played in recovery and relief efforts, and to evacuate people stranded by slides that cut off road access. Drive down floats have enabled rescuers to deliver water and fuel to those cut off from utilities, and connect residents with medical attention.⁶ While not yet finalized, the draft Southeast Alaska 2030

⁴ BENEFIT-COST ANALYSIS OF THE JUNEAU AURORA HARBOR DRIVE DOWN FLOAT PROJECT
⁵ WWW.ADN.COM/ALASKA-NEWS/2023/12/22/SOUTHEAST-ALASKA-RECKONS-WITH-DEADLY-LANDSLIDES-AND-A-FUTURE-THAT-PROMISES-MORE/
⁶ //ALASKAPUBLIC.ORG/2023/11/27/A-WRANGELL-MANS-RETIREMENT-PROJECT-HAS-BECOME-A-LIFELINE-FOR-FAMILIES-CUT-OFF-BY-DEADLY-LAND-



Comprehensive Economic Development Strategy will include language on the critical value of infrastructure, like drive down floats, in the resilience of the region in the face of climate change disruptions.⁷ As well as providing potentially life-saving transportation connectivity in the event of a landslide, the float could also be used to respond to a bridge disaster. The recent collapse of the Francis Scott Key Bridge underscores the fragility of transportation connectiveness. Douglas Island is located directly across the channel from the proposed drive down float. The proposed drive-down float has the potential to provide essential transportation services to as much as 15% of Juneau’s population in the event of a landslide or catastrophic failure of the Juneau-Douglas bridge. The drive down float is capable of handling ambulances and buses for emergency response situations. For the last 40 years, an effort has been in place to develop a second bridge to connect the island to the mainland and emergency services. A primary reason is to improve access for public safety and emergency response. While the cost of a second bridge has been prohibitive, the lower cost alternative of the drive down float would significantly increase the ability to provide emergency services to the island should a disaster impact the bridge or the single road that leads to the bridge. Transportation resiliency planning in Juneau underscores the delicate nature of transportation infrastructure and the need for careful planning to ensure connectivity and accessibility for communities.⁸



Figure 10. Example of similar drive down float transporting people by bus

- **Cruise Disaster Response:** The downtown port of Juneau is expected to receive 660 port visits by cruise ships in 2024, with 1.7 million cruise ship passengers. Should a cruise disaster occur, having a drive down float in the downtown area will be critical in rescues/response efforts. Evacuation and disaster risk reduction plans for cruise ship ports across the world typically include drive down floats.⁹
- **National Security Defense:** Investing in harbor infrastructure can significantly benefit national security efforts. For example, the Aurora Drive Down Float can serve as a critical hub for the movement of goods, people, and military equipment for the Alaska National Guard and US Coast Guard, making it crucial to secure these facilities from potential threats. Additionally, modernizing infrastructure can lead to increased efficiency and throughput, allowing for faster and more reliable movement of critical goods, such as medical supplies and military equipment, as well as transport of mass numbers of people during times of crisis or emergency. Juneau’s airport is a nexus for northern Southeast Alaska, and the Aurora Harbor Drive Down Float would supplement the connection between other Southeast Alaska communities, further enhancing the national defense reach in the region.
- **Oil Spill Disaster Response:** As the downtown port of Juneau includes nearly 660 cruise

SLIDE/

7
8
9

DRAFT 2030 SOUTHEAST ALASKA COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY
 JUNEAU DOUGLAS NORTH CROSSING STUDY [HTTPS://WWW.JDNORTHCROSSING.COM//DOCUMENTS.HTML](https://www.jdnorthcrossing.com/documents.html)
[HTTPS://PROGRAMAMESOAMERICA.IOM.INT/SITES/DEFAULT/FILES/EVACUATIONS_AND_DISASTER_RISK_REDUCTION_CARIBBEAN_0.PDF](https://PROGRAMAMESOAMERICA.IOM.INT/SITES/DEFAULT/FILES/EVACUATIONS_AND_DISASTER_RISK_REDUCTION_CARIBBEAN_0.PDF)



ships visits annually, as well as hundreds of visits by visiting fishing vessels and yachts, the U.S. Coast Guard, small float planes, and others, increased capacity to respond to a marine oil spill would be supported by a drive down float in the downtown area.¹⁰ Aurora harbor moors spill response vessels and barges to respond quickly to any incidents that may occur.

ii. Economic Resilience

By expanding port infrastructure and supporting bringing seafood to market more efficiently, this project directly supports key components of the economic resilience plans in the regional and statewide Comprehensive Economic Development Strategy (CEDS) by strengthening supply chain ocean/road connectivity for ocean products and freight. Each of the following is supported by the drive down float development:

- The Southeast Alaska 2025 CEDS¹¹ is a five-year strategic plan for the region and includes a five-year economic resilience plan, which advocates for the following: Revitalize freight transportation services and ensure the viability of the seafood sector. This project would support both of these regional economic resilience goals. Moreover, the proposed project develops many of the key Southeast CEDS initiatives to support the economy, including:
 - o Move freight to and from markets more efficiently
 - o Implement ports and harbors infrastructure improvements
 - o Further develop seafood markets (includes a focus on building out a more robust supply chain)
 - o Support regional processors becoming more economically competitive
 - o Full resource utilization and ocean product development
 - o Food Security: Increase supply, demand, and equitable access and distribution of local foods and regional food system opportunities.
- The State of Alaska CEDS Alaska Statewide CEDS¹² 2022-2027: Economic resiliency is also a critical element of the statewide CEDS. One of the six overall goals of the plan is as follows: Build a Resilient Economy. Some of the key plan objectives include:
 - o Marine Infrastructure: Upgrade port, harbor, and waterfront infrastructure
 - o Seafood: Maximize the value of Alaska's seafood industry.

V. SELECTION CONSIDERATIONS

The proposed Aurora Drive Down Float project aligns with the department's initiatives to advance ports' resilience to natural and climate-related hazards and human-caused emergencies. Noted below, the proposed project will benefit the supply chain, climate, community, and workforce.

Key objectives of the DOT Strategic Plan are to research and support initiatives to improve

¹⁰ SOUTHEAST ALASKA'S AREA CONTINGENCY PLAN 2021: [HTTPS://DEC.ALASKA.GOV/MEDIA/10702/SOUTHEAST-AREA-PLAN.PDF](https://dec.alaska.gov/media/10702/southeast-area-plan.pdf)

¹¹ SOUTHEAST ALASKA 2025 ECONOMIC PLAN: SOUTHEAST CONFERENCE'S COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY 2021-2025. [HTTPS://WWW.SECONFERENCE.ORG/STRATEGY/](https://www.seconference.org/strategy/) PAGE 20. MORE THAN 400 PEOPLE REPRESENTING SMALL BUSINESSES, TRIBES, NATIVE ORGANIZATIONS, MUNICIPALITIES, AND NONPROFITS WERE INVOLVED IN THE PLANNING PROCESS. THE REGION WORKED TOGETHER TO DEVELOP MORE THAN 50 OBJECTIVES AND 4 PRIORITY OBJECTIVES.

¹² ALASKA STATEWIDE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY 2022-2027. ALASKA DEPARTMENT OF COMMERCE, COMMUNITY, AND ECONOMIC DEVELOPMENT. PAGE 5. THE PLAN WAS DEVELOPED BY THE STATE OF ALASKA, LOCAL AND REGIONAL LEADERSHIP, INDUSTRY AND BUSINESS REPRESENTATION, TRIBAL REPRESENTATION, LEARNING INSTITUTIONS, AND REGIONAL ECONOMIC DEVELOPMENT ORGANIZATIONS, INCLUDING ALASKA REGIONAL DEVELOPMENT ORGANIZATIONS, AND A STRATEGY COMMITTEE MADE UP OF STATE LEADERS FROM BUSINESS, GOVERNMENT, AND THE NONPROFIT SECTOR. [HTTPS://WWW.COMMERCE.ALASKA.GOV/WEB/STATEWIDECOMPREHENSIVEECONOMICDEVELOPMENTSTRATEGY.ASPX](https://www.commerce.alaska.gov/web/statewidecomprehensiveeconomicdevelopmentstrategy.aspx)



occupant protection and reduce risky operations.¹³ The Aurora Harbor Drive Down Float project is aligned with these objectives by providing a safer and more efficient method for transferring goods, ultimately reducing harbor congestion and carbon dioxide emissions. The project includes the installation of a floating dock and crane, which will improve safety for workers and operators during the transfer of goods. This is a significant improvement over the current method of hoisting gear from boats to high above on the fixed dock, which poses significant risks to workers and equipment. With the new floating dock and crane, the transfer of goods will be smoother, more efficient, and safer for all users. Additionally, the project aims to reduce the health effects of harmful emissions by implementing measures to mitigate or eliminate incidents among transit, operations, and the traveling public.

E. CLIMATE CHANGE AND SUSTAINABILITY

The Aurora Harbor Drive Down Float Project addresses climate change and sustainability in several ways, including:

- **Reduced Carbon Emissions:** One of the benefits of the project is that it will allow commercial fishing vessels to forgo having to travel to the Auke Bay drive down float. According to the project BCA, an estimated 962 metric tons of carbon dioxide air emissions are expected to be avoided through the implementation of this project.¹⁴
- **Juneau Climate Action & Implementation Plan:** It has long been difficult for Juneau and regional residents to access freshly caught local seafood. The drive down float is expected to significantly increase community access to direct marketing, as it will provide direct access between locals in their vehicles to those selling ocean products, displacing the need to import some foods. The Juneau Climate Action & Implementation Plan (Attachment G) describes the significant GHG emissions associated with importing foods and sets forth the following goal to mitigate this problem: Support local seafood sales on or near the downtown waterfront.¹⁵
- **U.S. National Blueprint for Transportation Decarbonization:** The Aurora Harbor Drive Down Float project aligns with the long-term milestones of the U.S. National Blueprint for Transportation De-carbonization strategy. The project aims to accelerate the transition to a more sustainable and decarbonized transportation sector by providing more efficient and environmentally friendly methods for transferring goods, reducing harbor congestion and carbon dioxide emissions, and promoting job creation and business opportunities. One of the most significant advantages of the Aurora Harbor Drive Down Float project, which aligns with these goals, is its approach to reducing carbon emissions. Rather than relying on generators to power vessels while at the dock, the project will implement electrical shore-tie power, connecting vessels to Juneau's sustainable hydropower facilities. This approach to reducing carbon emissions through sustainable energy utilization is a crucial element of the project's design.¹⁶
- **Increased Food Security:** Almost all of Juneau and Southeast Alaska foods are imported by barge.¹⁷ An additional benefit of reducing reliance on food imports by increasing

¹³ DOT STRATEGIC PLAN: [HTTPS://WWW.TRANSPORTATION.GOV/SITES/DOT.GOV/FILES/2022-04/US_DOT_FY2022-26_STRATEGIC_PLAN.PDF](https://www.transportation.gov/sites/dot.gov/files/2022-04/US_DOT_FY2022-26_STRATEGIC_PLAN.PDF)

¹⁴ BENEFIT-COST ANALYSIS OF THE JUNEAU AURORA HARBOR DRIVE DOWN FLOAT PROJECT

¹⁵ JUNEAU'S CLIMATE ACTION PLAN [HTTPS://JUNEAU.ORG/INDEX.PHP?GF-DOWNLOAD=2019%2F03%2F2011-CLIMATE-ACTION-PLAN.PDF&FORM-ID=22&-FIELD-ID=11&HASH=32C8805F269CE4BD156CB5CD0BDFD2917FBAC831E531C75D02D84A2E17E4405C](https://juneau.org/index.php?gf-download=2019%2F03%2F2011-CLIMATE-ACTION-PLAN.PDF&FORM-ID=22&-FIELD-ID=11&HASH=32C8805F269CE4BD156CB5CD0BDFD2917FBAC831E531C75D02D84A2E17E4405C) THE CBJ ADOPTED THE JUNEAU CLIMATE ACTION & IMPLEMENTATION PLAN IN 2011.

¹⁶ U.S. NATIONAL BLUEPRINT FOR TRANSPORTATION DECARBONIZATION. [HTTPS://WWW.TRANSPORTATION.GOV/PRIORITIES/CLIMATE-AND-SUSTAINABILITY/US-NATIONAL-BLUEPRINT-TRANSPORTATION-DECARBONIZATION](https://www.transportation.gov/priorities/climate-and-sustainability/us-national-blueprint-transportation-decarbonization)

¹⁷ THE MARITIME ECONOMY OF SOUTHEAST ALASKA. [HTTPS://WWW.RAINCOASTDATA.COM/PROJECT/THE-MARITIME-ECONOMY-OF-SOUTHEAST-ALAS-](https://www.raincoastdata.com/project/the-maritime-economy-of-southeast-alaska)



access to local seafood through this project is that the community and region will be better situated should a disruption to the barge supply chain occur. As a public facility, the proposed drive down float is open to all. This is also a key objective in the regional CEDS: *Food Security Objective: Increase supply, demand and equitable access and distribution of local foods and regional food system opportunities.*¹⁸

- **Regenerative Aquaculture Harvesting:** According to the USDA Climate Hubs Publication on Seaweed Farming in Alaska, seaweed farming has recently gained attention due to its commercial, food security, and climate change mitigation possibilities. Alaska is an ideal location for the seaweed farming industry as it has a long coastline and over five hundred species of seaweed. Seaweed farming does not require fertilizer, fresh water, or arable land and could prove effective in climate change mitigation and adaptation. It has the potential to contribute to food security, capture carbon dioxide from the marine environment, reduce and prevent ocean acidification and de-oxygenation, create marine habitat, mitigate coastal pollutants, lower wave energy and act as a buffer against coastal erosion (USDA Climate Hubs, Seaweed Farming in Alaska).¹³ The Aurora Harbor Drive Down Float would directly affect local regenerative aquaculture harvesters like Barnacle Foods, a local company turning kelp into a sustainable food source option across America.

i. Project Planning Process

CBJ does not maintain a publicly available emissions inventory of greenhouse gases and an equitable development plan has not been prepared. While the proposed project has not been incorporated into a climate action plan, as discussed above, it does seek to align with certain aspects of the existing Juneau Climate Action & Implementation Plan. Various DOT tools such as the Transportation Disadvantaged Census Tract and EJSCREEN tool have been used to assess current demographic information and understand the scope of existing environmental and transportation disadvantages in the community, but they were not used in the planning process. The proposed project, however, is part of a broader master plan that incorporated an extensive planning process that required a great deal of public involvement. The master plan is overwhelmingly supported by the community.

“A new float will allow us to more efficiently and flexibly receive deliveries. As we continue to grow we need to use these facilities more and more. An additional float will reduce this obstacle and allow us to focus more on the production and distribution of our products.”
 – Max Stanley, Co-Owner, Barnacle Foods

The Juneau Downtown Harbors Uplands Master Plan: Bridge Park to Norway Point, which the proposed project is based on, was completed in March 2017. The planning process began with reviews of past planning initiatives and an economic analysis of Juneau. The project developed an inclusive public involvement process to ensure there would be community-wide understanding and support for the master plan, with the understanding that these community members are integral stakeholders to the success of many master plan components.

Five public meetings, three all-day open house sessions, three meetings with the Docks, a public infrastructure fair, and Harbors Board, and a number of integrated design charrettes were held to ensure maximum public participation in the planning process. Juneau is a diverse

KA-2013/ PAGE 10

18 SOUTHEAST ALASKA 2025 ECONOMIC PLAN: SOUTHEAST CONFERENCE'S COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY 2021-2025. [HTTPS://WWW.SECONFERENCE.ORG/STRATEGY/](https://www.seconference.org/strategy/) PAGE 38.



community where all voices have an equally important stake in developing a vision forward for the community. Federally recognized Alaska Native tribes located within the Juneau census area include the Douglas Indian Association and the Central Council of Tlingit and Haida Indian Tribes of Alaska. To ensure as many voices would be incorporated into this process as possible, meetings were announced through a series of public service announcements on public radio, ad placements in the local newspaper, social media posts on official city pages, physical event posters, email newsletters, and announcements across various websites. More than 150 residents took part in the process.

Throughout the planning process, an engineering consultant verified that plans were feasible by engineering, construction, and permitting standards, while an economic consultant incorporated economic trends and forecasts for Juneau into prioritization decisions.

ii. Environmental Impacts

The proposed project is not expected to have adverse environmental impacts to air or water quality, wetlands, or endangered species. The project area has already been highly developed and there will be no habitat encounters such as eel grass beds or salmon spawning streams. The proposed project is additionally designed to align with known permitting requirements. The project will be subject to NEPA review, as well as permitting by USACE and the Alaska Department of Environmental Conservation (ADEC).

F. EQUITY AND JUSTICE⁴⁰

This project contributes to the Justice40 initiative. In Juneau, just over 40% of community members are low-income or historically disadvantaged. According to the 2020 U.S. Census, Alaska Natives make up 21% of the community population, while an additional 17% of the population is non-white; and nearly three percent of the “white only” population was below poverty levels in 2021.¹⁹ Alaska Native households in Juneau are much more likely to be low-income. According to a 2024 analysis of the U.S. Housing and Urban Development income limits, 68% of Juneau’s Alaska Native households are low income, including 26% that are extremely low income.²⁰

According to the USDOT Equitable Transportation Community (ETC) Explorer²¹, within the proposed project tract, the population of the area is not more than 200k. The poverty level summary reveals that 23% of the population in the tract is living at or below 200% of the federal poverty line, while the median household income is \$61,096. The transportation cost summary shows that the average household in this tract spends 15% of their household income on transportation, with an estimated \$10,634.00 spent on transportation. Additionally, 28% of households in this tract

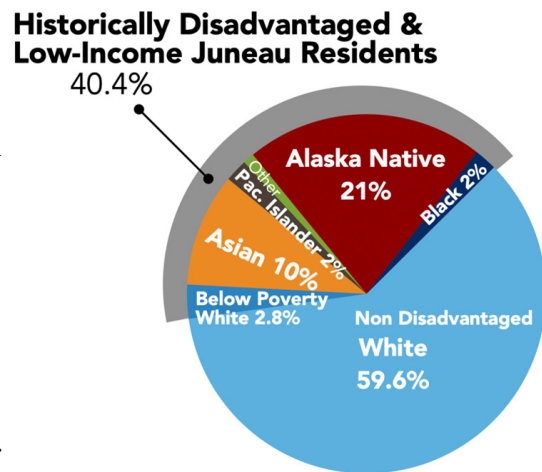


Figure 11. Demographic breakdown of Juneau residents

19 RACE DATA: 2020 CENSUS DATA FOR REDISTRICTING [HTTPS://LIVE.LABORSTATS.ALASKA.GOV/CENSUS-RETURN-RESULT?VALUE%5B0%5D=4412](https://live.laborstats.alaska.gov/census-return-result?value%5B0%5D=4412); POVERTY DATA: 2021 ACS 5-YEAR ESTIMATES DETAILED TABLES
 20 JUNEAU ALASKA TRIBAL HOUSING ASSESSMENT. APRIL 2024. PREPARED FOR CENTRAL COUNCIL TLINGIT AND HAIDA INDIAN TRIBES OF ALASKA AND TLINGIT HAIDA REGIONAL HOUSING AUTHORITY. BY RAIN COAST DATA.
 21 USDOT EQUITABLE TRANSPORTATION COMMUNITY (ETC) EXPLORER: [HTTPS://EXPERIENCE.ARCGIS.COM/EXPERIENCE/0920984A8A0A4362B8778D779B090723/PAGE/ETC-EXPLORER---STATE-RESULTS/](https://experience.arcgis.com/experience/0920984A8A0A4362B8778D779B090723/PAGE/ETC-EXPLORER---STATE-RESULTS/)



spend more than 30% of their income on housing, indicating a housing cost burden. Among Juneau’s Alaska Native households (according to a 2024 study) these numbers are higher. Housing is a cost burden or severe cost burden to 80% of Alaska Native households in Juneau.²² Regarding access burden, an estimated 31% of households within this tract do not own vehicles, and the tract is likely served by little transit. CBJ is committed to achieving positive outcomes for the community with the proposed project, such as connecting Juneau’s community to well-paying employment opportunities, effectively reducing transportation costs for commercial and recreational users, provide cleaner transportation, and significantly decreasing pollution levels in the local community.

In addition to supporting the local economy and local commercial fishermen, the project will improve access to subsistence harvests by local households, along with overall access to fishing and seafood by Alaska Native households in the community. The local Alaska Native community has a culturally critical relationship of access to the ocean and salmon. However, in the 140 years of nonindigenous development of downtown Juneau, that access has been cut off as the waterfront was industrialized and filled. Several Juneau plans call for renewed access to the water, including CBJ’s 2022 planning effort known as “Blueprint Downtown” and the 2004 Long Range Waterfront Master Plan. Access to the ocean is especially important to the indigenous population in Juneau. According to the letter of support from the federally recognized Douglas Indian Association (DIA; Attachment I):

“Douglas Indian Association strongly and unconditionally supports the CBJ Docks & Harbors efforts to construct a drive down float at Aurora Harbor, which is less than 2,000 feet from our Tribal Office. As Tlingit people of SE Alaska for over 10,000 years, we are a maritime national which relies on access to the water for transportation, subsistence, and culture. The Tlingit people has depended on Salmon from time immemorial. We have a numerous number of Tribal members who commercial fish that would benefit immensely with this infrastructure improvement.”

i. Equity in Planning and Policy Decisions

CBJ Docks & Harbors understands the importance of integrating Juneau’s Alaska Native communities into planning and infrastructure development efforts. In addition to ensuring underrepresented communities are part of developing CBJ’s community vision, many of these residents are important project stakeholders who work as commercial fishermen or with seafood processing businesses and marine support services. CBJ Docks & Harbors has proactively worked to ensure the needs of the Alaska Native tribal entities and businesses that make up our community are incorporated into planning and policy decisions.

For example, CBJ Docks & Harbors has enjoyed a positive government relationship with the Central Council Tlingit and Haida Indian Tribes of Alaska (CCTHITA), a federally recognized tribe. In 2016, Docks & Harbors leased property to CCTHITA for the purpose of establishing an Alaska Native Cultural Immersion Center (CIC). CCTHITA was selected in a competitive RFP process primarily because of the council’s vision to create a CIC modeled after the Polynesian Cultural Center in Hawaii. Docks & Harbors has worked closely with CCTHITA in facilitating its

²² JUNEAU ALASKA TRIBAL HOUSING ASSESSMENT. APRIL 2024. PREPARED FOR CENTRAL COUNCIL TLINGIT AND HAIDA INDIAN TRIBES OF ALASKA AND TLINGIT HAIDA REGIONAL HOUSING AUTHORITY. BY RAIN COAST DATA.



efforts, which included the razing of an existing building in a controlled burn using CBJ Capital City Fire/Rescue resources. When contaminated soils were detected by CCTHITA’s design team, Docks & Harbors took the lead in sampling material and coordinating directly with ADEC to resolve contamination concerns. Docks & Harbors is not contractually obligated to take these steps but is doing so to assist CCTHITA in its efforts to develop economic opportunities for tribal members.

CBJ Docks & Harbors has additionally been developing strong bonds with DIA, another federally recognized tribe. In July 2022, Docks & Harbors staff met with DIA leadership to discuss our mutually beneficial relationships pertaining to port and harbor needs. Docks & Harbors has been offered an invitation to meet with President Clarence Laiti for advanced strategic planning, but no date has been set. Docks & Harbors was proactive in 2022 to ensure a DIA registered fishing vessels and was assigned moorage in our desirable Harris Harbor facility. CBJ Docks and Harbors has very strong business ties with Goldbelt, Inc., an Alaska Native Urban Corporation created under the 1971 Alaska Native Claims Settlement Act (ANCSA). The Docks and Harbors’ Port Office is located in a building owned by Goldbelt and, in turn, the port leases property to Goldbelt to support its tourism-related economic opportunities. Docks & Harbors assists Goldbelt in managing vessel reservations at Goldbelt’s owned dock facility. Finally, Docks & Harbors has been leading the effort – proposed by Goldbelt – to swap property with CBJ, enabling Goldbelt to develop more of its downtown property to advance tourism profitability.

CBJ will continue to strengthen the ties with these groups and maintain open lines of communication by sharing information about the Aurora Harbor Drive Down Float Project development and soliciting feedback about concerns. Letters of support from CCTHITA, DIA and Goldbelt showcasing the value of the proposed project can be found in Attachment I.

“Fishing is integral to the livelihoods of many of our native shareholders, and we believe that any and all improvements to make the industry more accessible are worth investing in.”
 – **Steve Sahlender, VP of Operations, Goldbelt Alaska Native Corporation**

ii. Public Engagement & Project Impacts

As discussed in Climate Change and Sustainability, the proposed project is from the Juneau Downtown Harbors Uplands Preferred Master Plan: Bridge Park to Norway Point. The two core components of the public engagement process included a) ensuring a thorough understanding of the proposed plan and its effects on the community and b) creating an opportunity for concerns, feedback, and a diverse collection of ideas and viewpoints to help shape the plan and its priorities.

Five public meetings, three all-day open house sessions, three meetings with the Docks, a public infrastructure fair, and Harbors Board, and a number of integrated design charrettes were held to ensure maximum public participation in the planning process. Juneau is a diverse community where all voices have an equally important stake in developing a vision forward for the community. To ensure as many voices would be incorporated into this process as possible, meetings were announced through a series of public service announcements on public radio, ad placements in the local newspaper, social media posts on official city pages, physical event posters, email newsletters, and announcements across various websites. More than 150 residents



took part in the process that occurred over a 10-month period.

Comments from these public engagement sessions were essential to the development of the current master plan. Based on community feedback, the three initial master plan alternatives were re-prioritized and further refined to develop a single, preferred master plan.

CBJ has not received any compliance reviews, external lawsuits, investigations, or complaints alleging discrimination, of any kind, in the last five years.

G. WORKFORCE DEVELOPMENT, JOB QUALITY, AND WEALTH CREATION

The Aurora Harbor Drive Down Float Project will support the creation of good-paying jobs with the free and fair choice to join a union and include the incorporation of strong labor standards and training and placement programs, and registered apprenticeships. City and Borough of Juneau Resolution Serial #2670 in 2014 supports the use of Project Labor Agreements “to the fullest extent allowed by law.”²³ Union labor will be utilized to construct the Aurora Harbor Drive Down Float.

i. Supporting Jobs and Earnings

In 2022, the seafood economy in Southeast Alaska had 3,650 workers with associated workforce earnings of \$302 million, for an average wage of \$82,940.²⁴ Regional harbor infrastructure supports that entire sector. One of the goals of this project is to grow and support the direct marketing sector – allowing fishermen to sell seafood directly to local residents and businesses. Annually, the project is expected to increase sales by \$2.17 million annually (see BCA). The direct, indirect, and induced impacts of this float is expected to be 66 jobs annually throughout all businesses and industries in Juneau. The total direct, indirect, and induced impact of increased seafood sales is expected to be \$3.45 million annually, including \$1.3 million in annual earnings.²⁵ While the seafood sector does not typically engage “registered apprentices,” Juneau youth are hired starting at age 16 to act as crew for commercial fishing enterprises, learning how to become a commercial fisherman, and how to direct market.

ii. Supporting Mariculture Growth

In addition to the sale of seafood and the support of local commercial fishermen, this project will help facilitate the growth of the mariculture industry. Through a \$49 million Build Back Better Regional Challenge grant to the Southeast Conference, the U.S. Economic Development Administration (EDA) is supporting the development of a sustainable mariculture industry (utilizing aquatic resources for food, jobs, and economic development through ecosystem-based approaches to fisheries and management) in Alaska to produce shellfish and seaweed for the long-term benefit of the state’s economy, environment, and communities. This drive down facility will support mariculture and enable this sector to grow by enabling a more efficient, reliable movement of goods to market. The Cluster will distribute a quarter of the total funds to Alaska Native communities. “Mariculture provides an opportunity during new resource development to address the inequities by prioritizing tribal and Alaska Native leadership, ownership and participation in mariculture, as well as providing services such as training, financing, and other business development to support equitable opportunity,” states the [Alaska Mariculture Cluster Overarching Narrative](#).²⁶

²³ [HTTPS://JUNEAU.ORG/INDEX.PHP?GF-DOWNLOAD=2024%2F03%2FRES2670-FINAL_PROJECT_LABOR_AGREEMENT_REVIEW_PROCESS.PDF&FORM-ID=22&FIELD-ID=11&HASH=B907AD1274E1F8D3204EF12C9C8F44D3D9A7A8BC4324781438DED3BF5E65EF57](https://juneau.org/index.php?gf-download=2024%2F03%2FRES2670-FINAL_PROJECT_LABOR_AGREEMENT_REVIEW_PROCESS.PDF&FORM-ID=22&FIELD-ID=11&HASH=B907AD1274E1F8D3204EF12C9C8F44D3D9A7A8BC4324781438DED3BF5E65EF57)

²⁴ SOUTHEAST ALASKA BY THE NUMBERS 2023, BY RAIN COAST DATA. [HTTPS://WWW.RAINCOASTDATA.COM/PROJECT/SOUTHEAST-ALASKA-BY-THE-NUMBERS-2023/](https://www.raincoastdata.com/project/southeast-alaska-by-the-numbers-2023/)

²⁵ MULTIPLIERS ANALYSIS BY RAIN COAST DATA USING RIMS TYPE II MULTIPLIERS FOR JUNEAU.

²⁶ [HTTPS://WWW.FISHERIES.NOAA.GOV/FEATURE-STORY/ALASKA-MARICULTURE-CLUSTER-WINS-REGIONAL-CHALLENGE-GRANT-AQUACULTURE](https://www.fisheries.noaa.gov/feature-story/alaska-mariculture-cluster-wins-regional-challenge-grant-aquaculture)



The proposed project will additionally directly support the regional CEDS strategic plan discussed in Section D by improving harbor infrastructure to increase the amount of seafood brought to market and strengthening the supply chain ocean-to-road connectivity for ocean products and freight.

VI. PROJECT READINESS

This project is ready to proceed upon procurement of funding. It is supported by the public through the Juneau Downtown Harbors Uplands Master Plan, which included significant public involvement as part of the development process. CBJ Docks and Harbors is the project proponent and owner. We operate and manage multiple waterfront facilities and properties throughout Juneau. These include two cruise ship docks, several small boat harbors and boat floats, six launch ramps, two commercial loading facilities, two boatyards, and several hundred acres of tidelands and waterfront properties under lease.

A. TECHNICAL CAPACITY

This project is technically feasible and able to meet the deadline of obligating funds by September 30, 2026. It is part of the broader local Juneau Downtown Harbors Uplands Master Plan: Bridge Park to Norway Point (Attachment F). During the master plan development process, a professional engineering consultant reviewed the concept plans to ensure all major components of the project were feasible from an engineering, construction, and permitting standpoint and would comply with all Federal requirements. The firm also provided detailed construction cost estimates in April 2024 based on preliminary design. The unit cost estimate was produced through quantity takeoffs of construction materials and labor costs based on current market prices, inflated at an estimated 5% annually until construction in 2026. The estimate was back-checked against a database of bid tabulations from projects recently constructed in Southeast Alaska of similar scope and scale. The estimates are based on knowledge of domestic material sourcing, permitting requirements, and familiarity with local contractors. In addition, there are many local, statewide, and regional marine contractors that have experience with the fabrication and construction of projects similar to the Aurora Harbor Drive Down Float Project.

The proposed drive down float design has been successfully constructed and used in other locations throughout Alaska. The functionality and versatility of the drive down float and new cranes are key attributes to the collective purpose of the Fisheries Terminal, which is the final vision for the project area. Several fabricators within the northwest United States have extensive experience with the fabrication, assembly and transportation of the proposed drive down float, access bridge design, and crane procurement and installation. CBJ has successfully allocated TIGER Grant award funding toward Auke Bay Drive Down Float Phase 2, which is similar in scope and size to the proposed Aurora Harbor Drive Down Float project. The selected engineering consultant and contractor will also have past experience with Federal grant-funded projects.

i. Project Schedule

The schedule for the proposed project can be found below; it will easily accommodate the September 30, 2026, obligation deadline. The schedule includes state and federal permitting timelines. Since the additional infrastructure proposed for development is a continuation of the original Fisheries Terminal project, initial local approvals and preliminary design have



environmental risk associated with completing the Aurora Harbor Drive Down Float Project. CBJ has recently received environmental permits and approvals for other recent projects in the vicinity. The immediate area has already been highly developed, and there are no habitat issues such as eel grass beds or salmon spawning streams in the project area.

i. NEPA Status

The NEPA process will be followed for this project, as part of the required environmental reviews during the design process. We expect an Environmental Assessment will likely be required due to in-water construction. CBJ Docks and Harbors have successfully completed the NEPA process for a variety of harbor projects within the area. We have allocated 7 months for NEPA review and will begin the process within three months following notice of funding award.

ii. Environmental Permits and Reviews

There are no current environmental studies or other documents associated with this project underway. Nonlocal agencies with permitting responsibilities include USACE and the U.S. Environmental Protection Agency (EPA). A USACE permit will be required for construction in tidelands. We expect little, if any, difficulty in receiving this permit. The site was originally permitted for the same use, and CBJ Docks & Harbors recently received USACE authorization for a dredging permit for the entire Aurora Harbor. That dredging has been completed in accordance with the approved permits, and the dredge area immediately abuts and extends beneath the drive down float.

While these permitting steps can be tedious, CBJ Docks & Harbors has a long history of permitting significant in-water and tidelands projects. This experience tells us that this project will easily clear permitting requirements.

Public Engagement

This project is part of the Juneau Downtown Harbors Uplands Master Plan, which went through a comprehensive public involvement and engagement process that was open to all members of the community. The process included input of more than 150 Juneau stakeholders and residents during four community workshops, three open house events, three harbor board presentations, integrated design charrettes, stakeholder meetings, and intensive public outreach over a 10-month period. This public input took the form of public comments, questions, and interviews – all of which aided in the development of the master planning document. For the Aurora Harbor Drive Down Float Project, CBJ and the planning team worked closely with local fishermen to better understand their needs and how to meet them through infrastructure improvements.

The project has the support of the community. The preferred Juneau Downtown Harbors Uplands Master Plan was endorsed by the public at the conclusion of the February 16, 2017, public involvement meeting. On March 30, 2017, the CBJ Docks & Harbors Board adopted the master plan. See the letters of support for the project in Attachment I. A detailed description of the planning and public engagement process can be found in Section V.

iii. State and Local Approvals

Due to the extensive planning and public involvement process that has already been performed, we expect the final state and local permitting and approval process to be straightforward and relatively brief. CBJ has extensive experience in acquiring environmental permits and local approvals for projects of a similar nature and will draw upon that experience to navigate and



acquire all required approvals and permits in a timely manner to meet the milestones described in the project schedule.

ADEC Water System Plan Review and Alaska State Fire Marshall (ASFM) Plan Review documents will be submitted for approval upon design completion.

VIII. STATUTORY DETERMINATIONS

<p>1. The project improves the safety, efficiency, or reliability of the movement of goods through a port or intermodal connection to the port.</p>	<p>The Aurora Harbor Drive Down Float Project will develop a drive down float to provide a safer, more efficient method for transporting goods and supplies directly between vessels to shore. The new float and vehicle transfer bridge will replace the current method of carrying items by hand from a fixed dock up a steep and often slippery pedestrian ramp. The addition of two cranes on the new float will double the capacity for crane usage, as the current crane dock is often congested and cannot keep up with increasing demand for its services. The proposed project will additionally cut emissions from vessels by reducing the need for fishermen to travel to the Auke Bay Loading Facility to use its drive down float and cranes. By developing more reliable infrastructure to allow Aurora Harbor to operate at maximum capacity, the proposed project will better connect the local and regional fishing fleet to the transportation network and result in an increase shore processing and direct marketing. This will create more local business opportunities and improve the transport of goods to local, regional, national, and international markets. The safety, efficiency, reliability, and emission-reduction improvements of the proposed project amount to \$100,065,893 in benefits.</p>
<p>2. The project is cost effective.</p>	<p>This project is part of a larger planning effort to build a complete facility to serve all of the needs of the Juneau fishing vessel fleet. The BCA was prepared for the Drive Down and found that the completed project provided a benefit-cost ratio of 8.63.</p>



<p>3. The eligible applicant has the authority to carry out the project</p>	<p>CBJ owns the property at the proposed project site and has the sole authority to construct the proposed project.</p>
<p>4. The eligible applicant has sufficient funding to meet the matching requirements.</p>	<p>The project is defined by the PIDP as a rural, small project at a small port. This means that the Federal share of the funding may exceed 80% of the total funding, although this is not guaranteed. CBJ Docks and Harbors recognizes the competitive nature of the PIDP grant program, and can match 20%, or \$2,788,500.</p>
<p>5. The project will be completed without unreasonable delay.</p>	<p>According to the project schedule, the obligation date and the construction start date are both expected to be in March 2026. CBJ Docks and Harbors Department has a documented history of completing ambitious waterfront infrastructure projects on time and under budget. Recent successful Docks and Harbors infrastructure projects include the Statter Harbor Passenger for Hire Floats (\$4.4 million), Downtown Waterfront Improvements consisting of over an acre of pile-supported docks (\$12 million) and the award-winning Cruise Ship Berthing facility (\$53 million). With a management team consisting of 2 registered professional engineers and the support of local, experienced structural engineering firms, we can complete the proposed project without unreasonable delay.</p>
<p>6. The project cannot be easily and efficiently completed without Federal funding or financial assistance available to the project sponsor.</p>	<p>The funding sources currently available to CBJ Docks and Harbors can be utilized to fund the Aurora Harbor Drive Down Float Project. Without federal funding, this critical piece of infrastructure cannot be built.</p>

ATTACHMENTS

Attachment A: Benefit-Cost Analysis

Attachment B: Benefit-Cost Analysis Spreadsheet

Attachment C: Project Schedule

Attachment D: Funding Commitment Letter

Attachment E: Engineering Drawings

Attachment F: Project Planning Document – Juneau Downtown Harbors Uplands Master Plan

Attachment G: Comprehensive Plan of the City and Borough of Juneau

Attachment H: Project Cost Estimates

Attachment I: Project Location File

Attachment J: Letters of Support