

# 10. Implementation Plan

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Implementation of this Tourism Management Plan requires a series of institutional and budgetary changes. We have organized these into the following general categories:

1. Preparing for implementation
2. Implementing the plan
3. Ongoing monitoring and maintenance of the plan.
  - a. Annual Fall Plan review
  - b. Tourism Management Plan Updates

## 10.1 Preparing for Plan Implementation

Several actions are all required as first steps to establish the institutional and policy framework for the plan. These are:

- a. Putting the enabling policy framework in place
- b. Creating the budgetary framework and resources for the JTP and recommended tourism projects
- c. Establishing the institutional framework for tourism management
  - i. create the Juneau Tourism Partnership
  - ii. set-up the destination marketing structure
  - iii. set-up the performance monitoring system
  - iv. establish the impact management structure

In addition to ensuring that policies and budgets are in place to implement the Tourism Management Plan, the institutional framework must be put in place. This involves creating the Juneau Tourism Partnership and structures for marketing, performance monitoring and impact management. A conference with the industry is recommended during the November annual tourism sector review process. This is the ideal venue for industry input into programs under development by the JTP (see “Implementing the Tourism Management Plan” below).

The recommended timing and roles and responsibilities for each are shown in Exhibit 9.1 presented at the end of this chapter. The overall schedule for the policy, budgetary and creation of the Juneau Tourism Partnership assumes completion by July 1, 2002. Activities to operationalize the JTP are scheduled through the summer and fall, 2002.

## 10.2 Implementing the Tourism Management Plan

The implementation program for the plan includes requirements for the CBJ agencies and the JTP. It includes the following action areas:

- a. initiate tourism development projects and programs
- b. priority tourism development projects
  - i. waterfront development plan
  - ii. summer events program
  - iii. float plane museum
  - iv. heritage and cultural interpretation
  - v. destination product
- c. priority tourism product development programs
  - i. standards and certification
  - ii. tourism training
  - iii. investment promotion
- d. marketing program

The waterfront plan is a priority and should be managed by the CBJ. An initial summer events program for 2002 - building on current plans - is recommended for development by the Downtown Business Association, with support from the Parks and Recreation Department. The approach recommended for the JTP is to establish industry working groups to assist it in developing detailed programs for the following areas:

JTP Responsibility Area	Industry working group
Priority Projects	Signature annual event for Juneau
	Heritage and cultural interpretation (fixed roof facilities)
	Heritage and cultural interpretation (guided tours)
	Destination product
Priority Programs	Standards/certification & training

This provides a mechanism for industry input into JTP programs and will help to ensure commitment to the projects and programs for tourism. The general schedule for both project and program development is to engage the working groups in the fall, 2002 with preliminary findings and recommendations to be

available for the annual tourism sector review in November, 2002. The conference called for as part of the preparation for implementing tourism thus becomes the venue for presenting the deliberations of the JTP working groups for input by industry.

The schedule for putting the priority projects and plans in place is generally as follows:

- Fall 2002 to develop detailed action plans for JTP projects and programs
- November 2002 to gather industry input (beyond the input provided though the working groups)
- Jan - Feb 2003 to finalize projects and programs as appropriate.

In the case of the marketing program, the JTP will adopt the following marketing “years”:

- July 1, 2002 - September 30, 2003
- October 1, 2003 - November 15, 2004
- November 16, 2004 - November 15, 2005
- November 16, 2006 - November 30, 2007

The JTP will set its marketing advisory group into motion in May, 2002.

The JTP will contract for the development of a marketing plan, with completion needed by November 1, 2002. That plan will be adopted before the 03-04 marketing year, and the marketing group will work with JCVB to implement.

JCVB will be the marketing contractor, at least through October 15, 2004. Renewal will be based on performance.

## Exhibit 10.1 Implementation Plan and Schedule

No.	Area	Action	Plan Reference	Responsibility	Timing
<i>Preparing for Implementation</i>					
Enabling the Policy Framework					
1		Adopt this Tourism Management Plan	Entire Document	CBJ Assembly	May, '02
2		Amend the tourism planning provisions of the CBJ Comprehensive Plan	Section 3.5 for recommended changes	Director of Community Development prepares formal amendment for Assembly	May, '02
Enabling the Budgetary Framework and Resources					
3	Establish Budget for JTP	Confirm the budgetary recommendations for the JTP	Section 5	Assembly through resolution	April, '02
4		Explore increasing the bed tax	Section 5	JTP, Assembly	Spring, '03
5		Negotiate partner budgets (cash and in-kind)	Section 5	JTP Board, with transitional support from City Manager's office (see 6 below)	May - June, '02

Establish the Institutional Framework					
6	Create the Juneau Tourism Partnership	Establish the non-profit corporation	Section 5 for the JTP structure and intent and the draft charter guidelines in "Technical Addenda" for the legal entity	City Manager's office with assistance from Legal Services	May, '02
7		Establish transitional advisory support for JTP	Section 5	City Manager's office contracts part-time Advisory support including set-up and first year of operations	May, '02
8		Appoint the JTP members	Section 5	Assembly to ratify first appointees	May, '02
9		Hold members first meeting and briefing sessions	Section 5	City Manager's office with JTP Advisor	May, '02
10		Hold briefing sessions with tourism partners	Section 5	JTP Board, Advisor and City Managers office	May - June, '02 (and ongoing)

11		Finalize the budget & fiscal management systems	Section 5	Budget approved as part of Plan approval in April. City Manager's office and Advisor work with JTP to set up support systems	May, '02
12		Recruit staff for the JTP	Section 5	JTP with support from City Manager's office	May - June, '02
13		Close the CBJ tourism unit and convert remaining staff functions to project management duties under the direction of the City Manager's office	Section 4	Assembly and City Manager's office	June 30, '02
14		Prepare operational plan for JTP for 02-03	Section 5	JTP Board, staff members, Advisor and with input from City Manager's office	July
15		Set-up office space and support services, logos and other operational infrastructure, communications infrastructure including web site	Section 5	JTP Board, Staff and Advisor with City Manager's office input	July

16	Set-Up the Destination Marketing Structure	Establish the JTP marketing Advisory committee	Section 5	JTP Members and Advisor	May
17		Hold preliminary contract review meeting between JTP, JTP Marketing Advisory Committee & JCVB	Section 8	JTP, Marketing Advisory Committee and JCVB	May
18		Prepare marketing plan scope and terms of reference	Section 8	JTP, Advisor, JTP Marketing Advisory Committee	May
19		Prepare and negotiate JCVB contract for marketing (July 1, 02 to June 30, 03) including performance based approach and associated data capture	Section 8	JTP Board and Advisor	June
20		Contract tourism marketing specialist to prepare JTP Marketing Plan	Section 8	JTP Board, Advisor and Marketing Advisory Committee	July
21		Hold a conference in Fall '02 to unveil destination marketing plan and tourism standards, certification and training programs	Sections 7,8	JTP Board, staff, Advisor with input from industry, start planning in July	Nov, '02

22	Set-Up Performance Monitoring System Structure (monitoring plan and JTP performance)	Design annual November reporting system for the Tourism Management Plan review process	Section 5	JTP Board, Staff and Advisor, with transitional support from City Manager's office	July, '02
23		Based on review process requirements, design performance monitoring system objectives and scope incorporating web-based data capture where possible, agree on partners and roles	Section 9	JTP Board and Staff, Advisor - and with input from partners	June - September, '02
24		Contract Tourism Advisor to initially refine design, manage data capture and reporting	Section 9	JTP Board and Staff, Advisor and input from partners	July, '02 - ongoing
25	Establish Impact Management Structure	Set up for, assemble data for, and conduct fall tourism forum sessions on impact	Section 6	JTP Board and Staff, with input from industry, resource management, the public, and CBJ	July - November, '02, repeated each year
26		Implement Best Management Practices and take community feedback on operations	Section 6	Juneau Tourism Industry and CBJ	Until June 30, '02



27		Implement Best Management Practices and take community feedback on operations, input feedback into fall community forum	Section 6	Juneau Tourism Industry in partnership with the JTP	Ongoing after July 1, '02
28		Phase one of heliport relocation, ERA moves south	Section 6	CBJ City Manager and Assembly in partnership with ERA and with input from community	Desirable completion by April 15, '04
29		Phase two of heliport relocation, northern heliport developed	Section 6	CBJ City Manager and Assembly in partnership with operators and with input from community	Desirable completion by April 15, '05
30		Upgrading harbor-based float planes to quieter technology	Section 6	Wings of Alaska with possible economic assistance from Assembly	By October, '04
31		Develop marine wharf convertible space loading and community use area	Section 6	CBJ staff and Assembly	By April, '03
32		Consider transfer of management of street-side passenger loading from Harbor Board to Parks and Recreation Department	Section 6	Assembly	May - June, '02 for implementation in '03

33		Adopt regulations encouraging use of smaller commercial passenger vehicles for smaller loads	Section 6	Area manager, with input from operators	By July, '02
34		Implement park and ride options from parking plan	Section 6	CBJ staff and Assembly	By April, '03
35		Begin process for adopting downtown delivery restrictions during cruise ship hours	Section 6	CBJ staff and Assembly with input from DBA	June, '02
36		Work with DOT to improve pedestrian crossings on Egan Drive, Marine Way, and South Franklin	Section 6	CBJ Staff and Assembly	By '03 season
37		Implement ongoing congestion management process	Section 6	JTP and CBJ, with operator input	Ongoing
38		Implement Air and Water Quality Strategy	Section 6	JTP	Ongoing
39		Implement resource health and access strategy	Section 6	JTP, with input from Trails Working Group	Ongoing
40		Conduct Safety Valve Indicators Review during Fall Tourism Forum	Section 9	JTP, with community-wide input	Each November

<i>Implementing the Plan</i>					
Initiate Tourism Product Development Projects and Programs					
41	Overall Action Plans	Prepare work plan and scheduling for implementing priority development projects in plan - based on this implementation framework	Section 7	JTP Board and Advisor, with transitional help from City Manager's office	May, '02
42		Prepare work plan and scheduling for implementing product development programs	Section 7	JTP Board, Staff and Advisor	July - ongoing
Priority Tourism Product Development Projects					
43	Waterfront Development Plan	Agree on scope, phasing for waterfront plan	Section 7	City Manager's office with Assembly approval	April, '02
44		Contract waterfront planners	Section 7	City Manager's office with Assembly approval	April, '02
45		Commence waterfront plan preparation	Section 7	City Manager's office for day to day oversight	May, '02

46	Events Program	Develop full events and activities plan for summer 02	Section 7	JTP and Downtown Business Association, with assistance from Parks and Recreation Department	May, '02
47		Review and agree on budgets, cost-sharing, etc	Section 7	JTP and DBA	May, '02
48		Commence implementation and monitor/evaluation results (attendance by audience type, spending generation, etc)	Section 7	JTP and DBA	May, '02
49		Commence investigation of potential for signature Juneau event related to float planes including setting up a working group drawn from business and community interests to advise JTP	Section 7	JTP and Advisor with City Manager's office and input from working group and Airport Board	June, '02
50		Develop ongoing events program based on 2002 program evaluation	Section 7	JTP and DBA, with assistance from Parks and Recreation Department	November, '02, ongoing

51	Visitor Center & Performing Arts Center	Integrate the current work of the visitor center team into the tourism management plan implementation program including the waterfront planning effort	Section 7	City Manager's office, JTP, JCVB	May
52		Initiate work on the Float Plane Museum concept through the Fixed Roof Heritage Working Group (see Action below)	Section 7	JTP, City Manager's office, , coordinated with the Comprehensive Waterfront Plan	Fall '02
53	Heritage and Cultural Interpretation	Form a working group review product quality for existing fixed roof product (e.g., museums) and to develop an action plan for product enhancement	Section 7	JTP and destination and cruise industry	Fall '02
54		Form a working group for guided experiences to review existing product, identify areas for improvement, training and certification requirements and establish action plan for product enhancement	Section 7	JTP and destination and cruise industry representatives	Fall '02

55		Develop plan for heritage and cultural interpretive product enhancement and development	Section 7	JTP, Goldbelt, Sealaska, and heritage interest groups, with input from annual November tourism sector review and working group findings	January, '03
56		Commence implementation based on plan	Section 7	JTP and industry	'03
57	Destination Product Development	Establish an industry working group to work with the JTP to establish programs including pilot testing of new packaged products in cultural, nature and sportfishing areas	Section 7	JTP, Advisor and industry	Fall '02
58		Organize a working conference with international and national specialty tour operators to assess existing product, potential, & brainstorm product development strategies including pilot testing opportunities	Section 7	JTP, Advisor and industry	Fall '02
59		Finalize the JTP destination product action plan including pilot packaging	Section 7	JTP, Advisor and input from working group	Jan - Feb '02

Priority Product Development Programs					
60	Standards Awareness & Certification and Tourism Training	Form an industry working group on standards and certification, and tourism training	Section 7	JTP and industry	Summer '02
61		Identify standards upgrading requirements for destination product (accommodation, tours, tour guides, etc) and associated training requirements	Section 7	JTP Tourism Standards and Training Working Group	Sep '02
62		Prepare preliminary action plan for industry including awareness workshops	Section 7	JTP Tourism Standards and Training Working Group	Sep - Oct '02
63		Present preliminary action plan at November industry conference and gather input	Section 7	JTP Tourism Standards and Training Working Group	Nov '02
64		Finalize JTP programs for standards awareness, certification and tourism training	Section 7	JTP with input from the JTP Tourism Standards and Training Working Group	Jan - Feb '03
65	Investment Promotion	Prepare Comprehensive Plan amendment to define areas suitable for tourism development	Section 7	Director of Community Development with input from JTP and JVCB	July - August, '02
66		Amend Comprehensive Plan	Section 7	Assembly	Fall '02

Marketing Program					
67		Review, adjust and adopt the marketing plan presented at the November conference	Section 8	JTP and Marketing Advisory Committee	Jan - Feb '03
68		Evaluate results/performance of JVCB on destination marketing	Section 8	JTP and Marketing Advisory Committee	Mar '03
69		Determine way forward for marketing including role of JCVB	Section 8	JTP and Marketing Advisory Committee	Mar '03
<i>Monitoring and Maintenance of the Plan</i>					
70	Annual Fall Review of Tourism Sector	Design full annual fall review program for tourism sector incorporating action item 20 above	Section 9	JTP Board & staff, Advisor with input from all stakeholders	July, '02
71	Tourism Management Plan Updates	Design process for annual updates and amendments to Tourism Management Plan and review of role of JTP in Juneau tourism, including approval by Assembly	Section 9	JPT Board, staff, Advisor with input from City Manager's office	July, '02
72	Annual Review with Assembly	JTP will present "state of tourism" report to Assembly, with recommendations for changes to plan, changes in JTP role, foreseen Assembly actions for the upcoming year	Section 9	JTP Board, staff	Mid November - December, Annually