

4. Juneau Tourism Roles

With a much stronger focus on tourism and its potential for economic and social contribution to Juneau, an institutional framework will be required to facilitate the recommended partnership approach and tourism strategies. Accordingly, there are a number of recommended modifications to the roles of existing institutions, agencies and organizations as it relates to their tourism activities.

4.1 CBJ Roles and Organizational Actions

This plan takes nothing away from the responsibility of the Assembly to the people of Juneau. In fact, it strengthens that role. The Assembly will continue to make public level decisions regarding tourism. Additionally, the Assembly will re-assume the lead role in making planning and policy decisions regarding Juneau's downtown waterfront.

The CBJ will get out of the business of front line response to tourism impact management. Most of the concerns raised by residents focus on annoyance that is not caused by illegal activities. Therefore the day-to-day reception of residents' concerns and the acts of forwarding those concerns to appropriate parties and integrating those concerns into a framework for guiding practices and policies will move to the Juneau Tourism Partnership (JTP).

To this end, the CBJ will dissolve its Tourism Office, which was set up to focus on impact management and mitigation. This planning team sees the need, however, for a "special projects assistant" position inside the City Manager's Office, to work on a mix of tourism and non-tourism projects.

It is important, for this plan to succeed, that the management of harbor facilities serving the cruise industry is carried out in a manner consistent with the plan. It is also important to manage lines of communications concerning the harbor facilities and adjacent waterfront with the cruise industry, residents, downtown businesses, shoreside operators, and others. Therefore, the Assembly will assume responsibility for planning and policy for the cruise docks, lightering facilities, and shoreside extensions of those activities. The Docks and Harbors Board will continue to manage the shipside operations. Under this plan, the Assembly will consider having the Parks and Recreation Department manage passenger loading and community use issues.

4.1.1 Creation of the Juneau Tourism Partnership

The most significant institutional change recommended for approval by the Assembly is the creation of the Juneau Tourism Partnership. The JTP will become the venue for collaborative discussion and cooperative action among the many stakeholders in Juneau's tourism picture. The JTP will guide the implementation of the plan, and work with all sectors to coordinate and facilitate cooperative solutions to issues and responses to opportunities. The JTP will pull representatives of all key stakeholders groups into the discussion through the extensive use of working groups and

committees. The JTP will encourage community-wide input on tourism topics that have social implications and will work to achieve consensus when community/business issues need to be addressed. Solutions that require public sector action will be presented by the JTP to the Assembly.

The JTP is discussed as part of the strategic framework for tourism management recommended in Chapter 3 and the structure, roles and responsibilities are described in Section 5 of this tourism management plan.

4.2 Related Agencies

4.2.1 Forest Service Roles and Organizational Actions

The Forest Service has two key responsibilities that are important to tourism in Juneau. First, the agency is responsible for managing and protecting the integrity of the resources under its charge. Second, the agency is responsible for helping the people of the United States understand and appreciate the resources. The Forest Service is also heavily involved in Juneau tourism through the issuance and management of permits for commercial tourism activities.

This plan asks the Forest Service to sit at the table with the Juneau Tourism Partnership and engage in full (but non-voting) discussion as Juneau evolves its tourism product, monitors and manages impacts, and plans for its future. The plan invites Forest Service sponsorship of some key parts of the JTP budget.

This plan asks that the Forest Service excel at managing and protecting the integrity of the resources under its charge. Further, it promises that the Juneau Tourism Partnership will coordinate tourism industry efforts to assist in that management in ways that the Forest Service identifies as appropriate and needed.

This plan acknowledges that the Forest Service and the tourism industry are in partnership in acquainting the agency's constituency with the resources it manages in Juneau. The JTP will work with the industry and the Forest Service to improve interpretive training of guides and information for visitors. The plan also asks the Forest Service to help fund some appropriate JTP activities, especially in the early years.

If Juneau is to succeed at developing a significant destination component to its economy, new guided commercial outings will be needed on Forest Service lands. This plan asks the Forest Service to speed up the process of approving permits, to eliminate the current bottleneck in developing new tourism experiences on Forest Service lands. It offers the JTP board as a sounding board when the Forest Service needs to put permit applications in the context of the tourism plan or potential community concerns. And the plan calls for the development of a budget to help fast-track permits when needed.

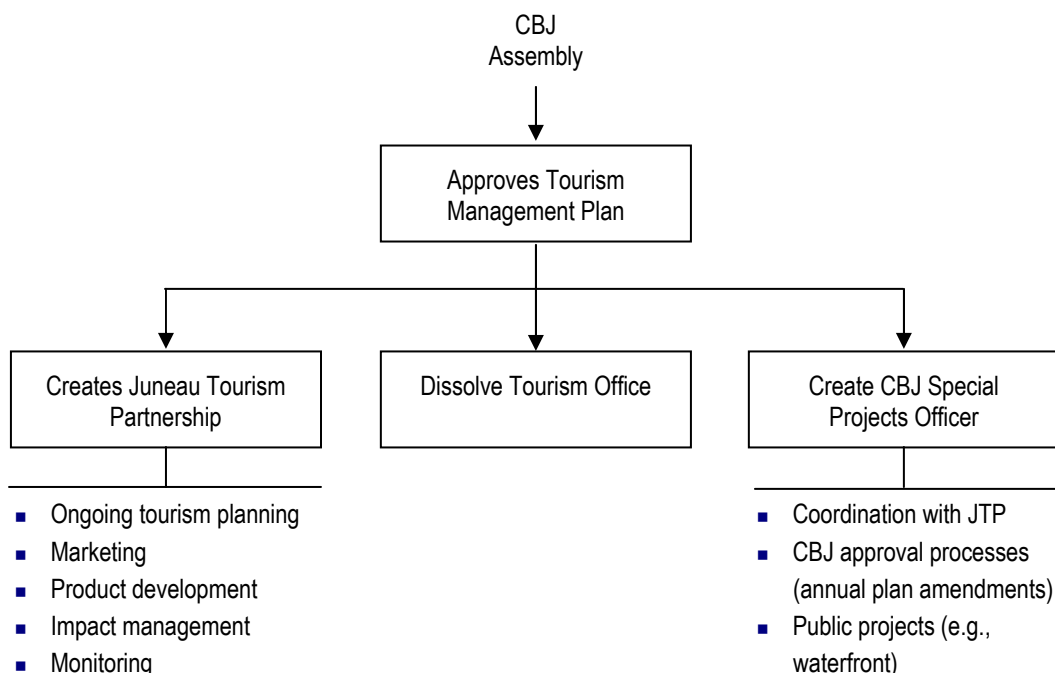
4.2.2 Juneau Convention and Visitor Bureau

The JCVB has had frontline responsibility for marketing to destination (independent) travelers and conventions/meetings. The past setup did not include formal responsibility for tracking the performance of marketing activities, nor did it give a way for the Assembly to carry out its responsibilities for publicly collected monies.

Under this plan, the JTP will receive the bed tax marketing dollars and will be responsible to the Assembly for their performance. The Parks and Recreation Department will contract with the JTP for the marketing of Centennial Hall conventions which will be responsible for performance of marketing efforts. The JPT will contract with the JCVB to carry out marketing activities, within the marketing plan (to be developed by the JTP) and with oversight from a Juneau tourism marketing advisory group set up by the JTP. The JCVB will be responsible for demonstrating to the JTP the effectiveness of marketing, along guidelines included with this plan. That arrangement will continue as long as the JTP is satisfied with the performance of marketing actions, and can demonstrate performance to the Assembly and the Parks and Recreation Department. The bottom line in this setup is that marketing expenditures need to produce results, and, if they don't, contractors will change.

4.3 Functional Roles and Responsibilities

Within the context of these broad organizational changes, particularly as it relates to the CBJ, functional roles and responsibilities change, as do lines of communication. In illustrative terms, the chart below illustrates the relationship between the CBJ and functional responsibilities for tourism management under a partnership approach.



A summary of the functional changes recommended as part of this tourism management plan are provided in the table below.

Function	Task	Current Responsible Party	Current Line of Communications/ Approvals	New Responsible Party	New Line of Communications/ Approvals
Tourism Planning	Tourism Management Plan	Assembly	All lines of communications pass through city	JTP leads discussion, may call on Assembly to fund supportive research	Annual planning session involving public, businesses, public partners
	Plan Evolution	Not applicable	Not applicable	JTP leads annual review	JTP originates changes, with stakeholder and community input. Assembly adopts changes.
Marketing	Marketing (destination)	JCVB markets destination	No clear lines of communications or responsibility	Assembly responsible to people/businesses for effective use of bed tax JTP responsible for building marketing plan, prioritizing marketing initiatives JCVB will handle marketing on contract basis	Discussion, planning coordinated by JTP Contracted work reflects performance tracking
	Marketing (meetings and convention)	JCVB markets convention center	No clear lines of communications or responsibility	Parks and Recreation Department responsible for performance JTP responsible for building marketing plan, prioritizing marketing initiatives JCVB will handle marketing on contract basis	Discussion, planning coordinated by JTP Contracted work reflects performance tracking

Function	Task	Current Responsible Party	Current Line of Communications/ Approvals	New Responsible Party	New Line of Communications/ Approvals
	Marketing (community cooperative programs in SE Alaska)	JCVB	No clear lines	JTP	Through marketing contract
	Marketing (cruise)	Cruise lines	Cruise lines manage, partner with ATIA etc.	Cruise lines	Cruise lines manage, partner with JTP, ATIA, etc.
Product Development	Tourism Standards and Product Quality	Individual businesses	Unclear	JTP in cooperation with businesses	Annual planning session involving public, businesses, public partners Quality initiatives, training, by JTP (with public/private partners) and by contract
	Training	Various, ad hoc	Ad hoc	JTP	Facilitates, cooperates with others on planned basis
	Evolving the product	No one	Not applicable	JTP	The JTP will track trends, evaluate visitor satisfaction, and monitor community-related issues, then meet annually to prioritize product evolution strategies Staff will work with industry to guide product evolution

Function	Task	Current Responsible Party	Current Line of Communications/ Approvals	New Responsible Party	New Line of Communications/ Approvals
	Public Infrastructure (Tourism related)	Assembly	Assembly with public input	Assembly with input from public and JTP on tourism matters Note that the JTP will involve public input in arriving at recommendations	JTP will assess needs for public infrastructure changes, modifications, during the fall tourism forum, and pass recommendations to the Assembly
	Public Infrastructure (Waterfront)	Harbors Board	Confused	Assembly	Assembly will make planning and policy decisions regarding the cruise-related facilities and activities on the waterfront, with input from the Harbors Board The Harbors Board will maintain operational role Planning discussions with the cruise industry, operators, and the community will be led by the City Manager's Office
	Trails Use	Parks and Recreation Department (on CBJ trails), Forest Service (on Forest Service trails), State of Alaska (on State trails) through Trails Working Group	Coordination of working group and community, resource managers	JTP will sponsor Trails Working Group Resource management will continue to issue permits and take input from Trails Working Group	Trails working group will continue to be point Outcomes will be integrated into fall tourism forum and publicized by JTP

Function	Task	Current Responsible Party	Current Line of Communications/ Approvals	New Responsible Party	New Line of Communications/ Approvals
	Investment Promotion and business recruitment	Apparently no one	Unclear	JTP	Annual planning session involving public, businesses, public partners. Recruitment reflects adopted plan
Operations	Convention Center Operations	Parks and Recreation Department	Parks and Recreation reports to City Manager, who then reports to Assembly	Parks and Recreation Department retains responsibility, but oversees contracted operations	After July 1, 2003, Parks and Recreation will offer to contract operations and if a suitable contractor submits an acceptable offer, will contract those services. Parks and Recreation will continue to report to the Manager and Assembly
Impact Management	Tourism Impact Events (Hotline)	CBJ	All lines of communications pass through city	JTP coordinates communications, businesses manage own direct responses	JTP manages input, passes concerns directly to business involved for response, action JTP compiles pattern for November impacts discussion
	Mitigation of Tourism Impacts	Assembly	All lines of communications pass through city	Assembly for city level public decisions, businesses for direct business action, partnership for actions that don't require expenditure of pub funds or use of pub infrastructure	JTP hosts discussion, crafts solution, presents to Assembly only those parts requiring public decisions

Function	Task	Current Responsible Party	Current Line of Communications/ Approvals	New Responsible Party	New Line of Communications/ Approvals
	Monitoring impacts	Various federal and state agencies	unclear	Various federal and state agencies JTP will review the monitoring results and share with community	JTP will assemble monitoring results and share in annual community review
Monitoring	Monitoring tourism trends	Various organizations do some of this, but none has responsibility	Not applicable	JTP	JTP will track tourism trends in both destination and cruise industries and, regularly, share new data with Juneau's tourism industry and community
	Monitoring Juneau's marketing performance	No one	Not applicable	JTP	Contractor (JCVB for present) will provide performance info back to the JTP, which will report to the Assembly, the public, and the Juneau tourism industry Future contracts will be based on past performance
	Monitoring Juneau's visitor satisfaction	No one has responsibility to do this on behalf of Juneau, although some efforts have been made	Not applicable	JTP with industry (cruise and destination)	JTP will conduct polls and will report to industry, Assembly
	Monitoring community attitudes toward and relationship with tourism	CBJ has historically performed this role, but is not tagged as responsible for it in Comprehensive Plan	Not applicable	JTP	JTP will conduct polls and sessions during the fall tourism forum, will report to industry, Assembly