

VISITOR INDUSTRY TASK FORCE
THE CITY AND BOROUGH OF JUNEAU, ALASKA
February 18, 2020 12:05 PM
City Hall, Assembly Chambers

- I. CALL TO ORDER/ROLL CALL**
- II. APPROVAL OF AGENDA**
- III. APPROVAL OF MINUTES**
 - A. 2020-01-07 VITF Meeting Minutes
 - B. 2020-01-11 VITF Public Testimony Meeting Minutes
 - C. 2020-02-01 VITF Public Testimony & Worksession Meeting Minutes
- IV. QUESTION 2: LONG RANGE WATERFRONT PLAN REVIEW**
 - A. Presentation
 - B. Discussion
- V. QUESTION 4: PUBLIC OPINION SURVEY**
 - A. Presentation
 - B. Discussion
- VI. RESOLUTION 2170**
- VII. DRAFT REPORT**
- VIII. UPCOMING MEETINGS**
 - A. February 25, 2020 12:05pm
- IX. ADJOURNMENT**

Note: Agenda packets are available to review online at <https://beta.juneau.org/assembly/visitor-industry-task-force>

ADA accommodations available upon request: Please contact the City Clerk's office 72 hours prior to any meeting so arrangements can be made to have a sign language interpreter present or an audiotape of the Assembly's agenda made available. The Clerk's office telephone number is 586-5278, TDD 586-5351, email: city.clerk@juneau.org

Draft Minutes
Visitor Industry Task Force
Tuesday, January 7, 2020; 12:05 p.m.
Municipal Building – Chambers

I. ROLL CALL

Chair Carole Triem called the meeting to order at 12:05pm

Present: Carole Triem, Assemblymember, Wade Bryson, Assemblymember, Craig Dahl, Paula Terrel, Bobbie Meszaros, Holly Johnson, Alida Bus, Kirby Day, Meilani Schijvens, and Dan Blanchard

Absent: none

A quorum was present.

Other CBJ Staff Present: Loren Jones, Assemblymember, Scott Hinton, D&H Port Operations Supervisor, Beth Weldon, Mayor, Di Cathcart, Deputy City Clerk, Rorie Watt, City Manager, Michele Elfers, P&R Deputy Director, Alix Pierce, CDD Planning Manager, Carl Uchtyl, Port Director, Alicia Hughes-Skandijs, Assemblymember, Myiia Wahto, P&R Administrative Officer, Facilities, Parks & Landscape.

II. APPROVAL OF AGENDA

Approved as presented.

III. APPROVAL OF MINUTES

A. None

IV. AGENDA TOPICS

- A. Meeting Goal** – Ms. Pierce reviewed the 1st charging question of the committee, management – is the current approach to managing the visitor industry adequate to make Juneau an attractive place to live and to visit.
- i. Understand who manages what activities related to tourism in Juneau.
 - ii. Learn about various management approaches.
 - iii. Identify areas of weakness in management and opportunities for additional collaboration.

B. Presentation on Tourism Management by the USCG – Captain Stephen White

Captain White thanked Juneau citizens for embracing USCG/families. He explained that there are 37 sectors in the USCG (5 in FL alone) and 1 in Alaska; because of that collaboration is important between industry and government. Their role is response and prevention. The USCG regulatory authority is laid down in the law. These are the roles under the Sector Commander:

- Federal On Scene Coordinator – oil/hazmat response, ie: Lumberman to the Exxon Valdez.
- Federal Maritime Security Coordinator – establish Maritime Security Committee (Carl Uchtyl, Kirby Day and Drew Green on that committee were in attendance today) and approve security plans.
- Officer in Charge, Marine Inspection – inspect and investigate US and foreign vessels.
- Search and Rescue Coordinator – big focus in Alaska and there are not enough resources to cover all of Alaska.
- Captain of the Port – has the most authority to stop traffic from coming/going, regulates navigational areas and directs movements and facility ops.

Task force members followed up with some follow-up questions:

- Ms. Terrel wanted some clarification regarding who controls ships anchoring in navigable waters vs. tide lands. Mr. White confirmed that the Captain of the Port makes the anchoring decision and that tide lands are controlled by DNR or CBJ depending on where they are.
- Ms. Schijvens asked about the possible coordination of Norwegian Cruise Line (NCL) and USCS working together on the Sub Port area. Mr. White confirmed that many of the USCG infrastructure is aging and that they don't want to impede, but there are many permits ahead – including an Army Corp of Engineers permit.
- Mr. Dahl asked for clarification on how anchorage and a new dock would work – USCG could decide how to adjust or even remove the anchorage outside of the Corp permit process.
- Mr. Blanchard thanked the USCG
- Ms. Triem asked about the Seawalk – relationship in the connecting one end to the other; can it go through USCG property. It depends – have security issues to deal with, but could work with it. They own the pier and building but NOAA owns the pier. Room for improvements.
- Mr. Bryson asked how volume and compliance compares to other sectors. Not as much volume, but what happens here is compressed into a short time-frame in an unforgiving terrain. Big area without a lot of resources. They wonder how to manage that. Compliance is good here by facilities and vessels. Safety is paramount.
- Mr. Day asked about the USCG making decisions for navigation based on safety and Mr. White confirmed yes. Mr. White also confirmed that dynamic positioning (DP) was considered “underway.” There was some discussion between the two about the various marine safety committees and how important they are to the industry.
- Ms. Terrel within the port if a ship wants to anchor that can be under the management of our harbormaster, but they can even though they don't? Is this incorrect. Terminology might be wrong – port vs. harbor vs. tide lands. She will clarify with him at a later time.
- Mr. Dahl is there tug power in town? SIPA and Cruise industry work together on safety issues (winds, etc.). Approximately 5 missed port calls for this.

C. Discussion

Ms. Pierce followed up the presentation with comments about management presentation recap from last meeting. Showed geographical context to this discussion on management approaches.

- CDD conditional use permits (specific locations ie: Archipelago, Auke Bay)
- Docks & Harbors – port permits
- P&R commercial activity in parks and trails

Ms. Elfers discussed the table with agencies who presented at the last meeting as a starting point to the bigger picture. This table should help the task force with its charging questions. The table columns show the authority, who, where and the intent/approach for the authority they have. The map shows different agencies who manage public land across CBJ and the waterfront map will help to show any consistency, intent, for who and how the waterfront is managed. Which should go to help answer the questions:

- Consistency and coordination in management strategies?
- Are there areas and facilities that lack management or not managed appropriately?
- Are there areas or uses where we should focus more discussion on management?

Ms. Terrel asked about historical priority. Mr. Watt clarified CLIAA and CLAA; CLAA [Cruise Line Agencies of Alaska] schedules the CLIAA [Cruise Lines International Association-Alaska] member ships at docks on historic priority. No contractual relationship exists between CBJ and the cruise lines.

Mr. Blanchard asked about tide lands at the Sub Port – does CBJ have control. CBJ owns tide lands that D&H manages; would need to lease municipal tide lands (by ordinance plus permitting hurdles). Can the map be adjusted to better show that delineation.

Mr. Day commented on the recap slide noting that TBMP actually hits all areas, not just transportation. CBJ manages South Franklin in conjunction with AKDOT.

Discussion by members on the legality of what CBJ can and can't manage and how that will impact the recommendations.

Ms. Pierce noted the outcome of this committee will likely lead to recommendations for more work.

Mr. Day comments about growth at Mendenhall Glacier – should this group focus on that management since it is USFS?

Ms. Terrell stated the need to focus on what is happening out at Auke Bay as it doesn't feel it's being managed appropriately.

Ms. Schijvens asked about taxation for on-board sales (they are taxed). Is the mark-up taxed or just the local rate from the provider? Mr. Watt will make sure tax policy is sent to VITF members, it is currently being worked on.

Mr. Dahl noted that the Chamber has a visitor industry committee and will have presentations from NOAA, Docks & Harbors and a whale watch company at its next meeting.

Ms. Johnson asked what is happening at Auke Bay and if there is a map on who does what, where?

Mr. Bryson requested that with changes in Auke Bay and around the CBJ can they get a list of all the growth projects happening? What are the non-commercial areas? TBMP guidelines pg. 3 #20 have the non-commercial list and in the agenda packet.

Ms. Terrel is concerned about dock management; doesn't think the city is exercising what they legally could be doing to better manage the dock situation and has more legal questions. Ms. Pierce asked for what "dock situation" is, Ms. Terrel wanted to know who is docking where and what we can do, hot berthing issues.

Ms. Triem to Mr. Watt with no contractual obligations to CLAA then how does that work? Mr. Watt stated CBJ doesn't participate so he doesn't know. Juneau has four docks, two public and two private. Hot berthing at the AJ Dock happens and there will be an increase in this process this year. Focus more discussion on this topic.

Discussion by members on when the recommendations from the task force will be done and how it will be done. Might need some work sessions.

Mr. Blanchard requested a schedule for 2020. Does it have hot berthing listed? New dock could get rid of the anchorage; what's the effect on the number of ships coming in regards to anchoring and hot berthing. Is there data on how it would impact the numbers? Might end up capping the number of ships with a new dock, less anchoring.

Ms. Schijvens if there was a new pier at Gold Creek what does it do to total cruise ship numbers? Or is it just changing the distribution of how they arrive?

Ms. Terrel asked harbormaster about the number of ships anchoring – 27, only 3 larger, most were smaller.

Mr. Day noted 27 ships at anchor for 2019, 2020 could see 50+ filling in holes. Consistency in coordination is more than it was years ago, working with many other entities has helped. Auke Bay/Whale watching needs to be looked at more closely with TBMP and WhaleSense.

Ms. Johnson asked about scheduling at City docks what is the financial impact? Mr. Watt said while CBJ owns, builds, finances the docks and D&H manages the uplands, CBJ doesn't get involved with the schedule. Learn about the schedule with everyone

else. This is the only municipal asset managed this way. Opportunity to identify policy issues to dock at our docks – including where tenders can go.

Ms. Terrel would like to contract the minutes out.

Mr. Day reminded people to also provide public comments in writing.

Ms. Triem requested that as members organize their comments, please share with the group.

D. Upcoming Meetings

There was a discussion on the upcoming meetings, possibly changing times and hoping for some sort of work session.

V. ADJOURNMENT

Meeting adjourned at 1:34pm

**DRAFT MINUTES
VISITOR INDUSTRY TASK FORCE
THE CITY & BOROUGH OF JUNEAU, ALASKA
January 11, 2020 10:00 a.m.
City Hall – Assembly Chambers
Public Testimony Meeting**

I. CALL TO ORDER/ROLL CALL

Meeting called to order at 10:04am

Members present: Chair Carole Triem, Vice-Chair Craig Dahl, Holly Johnson, Meilani Schijvens, Paula Terrel, Dan Blanchard, and Kirby Day.

Members absent: Assemblymember Wade Bryson, Alida Bus and Bobbie Meszaros.

Others Present: Assemblymember Loren Jones, P&R Deputy Director Michele Elfers, Deputy Municipal Clerk Diane Cathcart, P&R Administrative Officer Myiia Wahto, D&H Port Operations Supervisor Scott Hinton, Mayor Beth Weldon, Port Director Carl Uchtyl, City Manager Rorie Watt, School Board President Brian Holst.

II. PUBLIC TESTIMONY – three minutes per person

Linda Blefgen – Auke Bay, Comments on industrial tourism, cruise ships offloading large volume of garbage, details on types of garbage. We have limited space for landfill. Fred Meyer shelves empty during tourist season. Staff says crew is emptying stock of items. Recreation areas, we are being pushed out, too many people. Eaglecrest summer plans will push people out. Limit number of ships and passengers, one cruise ship free day. Lack of local governance on cruise ship industry. 7 countries have ports limiting ships. Cruise ship industry worst violator of environmental law.

Cam Byrnes – works on docks in summer, Gastineau Guiding now. Inability as city to deal with numbers, visitor experience diminishing. 2017 was year it changed, first time things felt out of control on docks, glacier and Auke Bay. Better infrastructure now, but city can't keep pace with numbers of people. No way to keep pace, infrastructure takes years to plan. Numbers need to get under control, need to address this problem. Top of this list needs to be dealing with the numbers. Self-regulation, meaning letting cruise companies take care of themselves, came up at Nov. meeting. It doesn't mean anything, cruise ships can only regulate number of ships and how many they bring. Quality has gone down, ships keep coming.

Robie Janes, Mountainside– Tourism part of his life growing up, new people and opportunity comes to this town. Agree with management issues. Opportunities immeasurable in short term and long term. Lots of people come up for tourism and stay, economic benefits, clear that tourism isn't going away. We can work together to manage how tourism works and all logistics. Focus on this, focus on how to make regulations that work for the growth of Juneau and community members in Juneau. We can work together and have regulations, tourism is one of biggest beauties.

Kimberly Metcalfe – Downtown, Disappointed in make-up, only one member out of 9 has history of activism and questioning cruise industry. Air and water pollution, increase in tourists, takeover of S Franklin and ghost town in winter, aircraft noise, increase in small vessel traffic, harassment of whales, health and safety issues, likelihood of marine accidents, industry extorts small businesses. Cap number of ships that dock here. Shut down all tourist traffic on basin road. Close gate at basin road year round. Zone for large scale tourism.

Bill Leighty – Downtown, referenced refuge Juneau innovation presentation, most urgent need to understand what CBJ, what can we legally do to manage visitor industry and volume of people arriving. If we don't have legal help then who should we hire? Comply with several ordinance climate change action plan, renewable energy strategy. Increased carrying capacity by increasing infrastructure. Congestion, helicopter noise, and emissions. We are a monopoly, act as a monopoly. Restrict supply so price goes up and volume goes down.

Bob Bartholomew – Douglas, Maintain a high quality of living for citizens and visitors. Bring industry and community closer together. Benefits of tourism exceed cost of what we give up as a community. Not on a sustainable path, assembly action needed. We are not actively managing the industry. Focus on 6 ships is over capacity, happened one day a week last year. It will happen this year many weeks 2 days a week. We will stretch our infrastructure, tour providers, stress citizens. Get back to local control. Use CLIA agreement template to reach another agreement, don't rely on what coast guard and lawyers allow us to do. What is our vision, negotiate with industry and take back local control.

Judy Crondahl– Downtown, Library roundabout, too much traffic to go to Main Street. S. Franklin tourists don't know where to go or what to do. Requests survey on how satisfied visitors are, infrastructure not serving residents or visitors. DO not permit any more cruise ship docks, prohibit lightering of anchored ships, implement doubling of sales tax on stores not open year round. Impose sales tax on all activities and tours in Juneau (on board tax too).

Bob Janes – Mountainside, Opportunity is hope. Grab onto opportunity while we have it, find ways to hope. Up tourism management, we need to manage it better as a region, city, and neighborhoods. Plan and build infrastructure, community will depend on to manage ourselves well. It will bring jobs and money. Don't retreat to limitations, how much unemployment is connected to limitations? Juneau Ocean Center he has been working on for 4 years. Norwegian Cruise Lines (NCL) offered to put Juneau Ocean Center on land and help finance it.

Joshua Adams – Regulation can be a quagmire. Duration of season. He buys historic properties. Lots of money going out of town to bank accounts. Tourism season used to go from April to September, now season is May to August. Cruise industry wants to cram in people in short period of time to make money. Downtown properties paid year round for only a few months of use. Large corporations taking large swaths of rental properties. They remain empty all year long but provide housing to no one the rest of the year. In January, Downtown is boarded up slum. If they are going to be here, let them be here.

Mike Ward – Taku Glacier Lodge, Blackerby. Grew up at lodge, families business. Gave history of lodge, constructed 1923, rich history of Alaska. Provide history, culture, and salmon to

visitors. Can do this because of tourism. Improved engine technology over the years, practice green living with solar panels, recycling and waste management programs.

Brian Flory – Valley. We agree on so much, arguing about less and it is important to realize that. We are arguing on excesses in recent years. #1 problem is helicopter/flightseeing noise. Can't hike a trail without noise of helicopters. One day off a week without ships, independent tourism would flourish.

Laurie Sica – Careful with cap consideration, invite challenge to host, accommodate, and think big. We have plenty of room and should be able to share wealth. Juneau would benefit from good logistical planning, more shore excursions.

Jamie Letterman – Valley. We don't have authority to deny people to travel and visit us. We do need to regulate. As operator we do a lot to mitigate, remind staff, monitor season from perspective of residents. We need to regulate to keep things monitored, follow TBMP guidelines, and follow complaints and concerns. This is my livelihood how we make our living. We do pay sales tax onboard ships.

Dawn Wolfe – Mountainside, Board of Ocean Center, Should we consider revisiting waterfront plan? If NCL develops dock, it might be one of our solutions, not the golden goose, but one of the solutions. If we develop it, it would be perpendicular and not parallel, some people say it would impede some ships, and would limit other ships at anchor. If we have 5 docks, it would move 20 percent of traffic out of center of town and spread it out. Looking at development of uplands for what community wants, expand seawalk, underground parking, a park, it would be a nice asset to the town. We need to be open thinkers.

Don Habeger – Back Loop. Local decisions have international impacts, affect businesses cumulatively and not in isolation, world events are catalysts but do not cause deleterious impacts. Local decisions carry weight. What we do here today does reverberate around worldwide. Big companies looking to preserve long term assets for stockholders. As companies making decisions they look at deployments and where they will survive the greatest. This companies diminished all programs in AK, dismissed employees. Do not cap industry, this will send messages worldwide. We do need to manage, continue a task force.

Greg McLaughlin – Seems like task force is heavily leaning towards tourist industry. Certain members benefit financially from tourism and worry community is putting profits before wellbeing and health of community. He worked for Capital Transit. Heavy burden on infrastructure many times in summer city buses are overcrowded and there is no room for locals to get to appointments, get to grocery stores, locals depend upon transit system and many times they are turned away. There are other aspects of taxing the infrastructure, difficult for city buses to get through town, emergency vehicles have difficulty too. Huge tax burden on infrastructure of community.

Elizabeth Saya – Lemon Creek, Climate Change, we have opportunity as Alaskans to make a statement. Tour boat industry is terribly consumptive, we have byproducts in the landfill. Nothing being done to curb that. As glaciers melt and streams carry sediment, Gastineau

Channel is filling up. Can see one of the boats tipping over, this happened in Italy. Personal concern undergoing cancer treatment, talking with staff at hospital. They are so full in summer that locals can't even get in, they have to tell locals no room in emergency room. More seniors in Juneau and we increase the senior load in the summer. Put a limit on how many passengers, not against tourism industry. Let's limit.

Laura Fleming – Bonnie Brae, over tourism recognized as threat to infrastructure and marine environment. Other cities banning some ships, limit dockings because residents were upset. Destruction of life of residents, environmental impacts reasons for this. Work to find ways to stem the tide. I support tourism and workers in tourism.

Bruce Weeks – Thane, Congestion on S. Franklin frustrating. More fender-benders, loss of time waiting. City should regulate and limit growth. It is a safety issue, congestion and traffic with emergency vehicles. This is a quality of life issue. Haul out close to bridge will result in same congestion just extending it over a mile. Management. I question if task force represents sentiments of community. Survey idea is suspicious because industry will outweigh it. Few people talking about reducing or limiting what is already here, what are we going to do going forward. Restrict growth of industry in some form and work with it.

Stuart Cohen – Downtown, operated a business on S. Franklin, closed in 2017, now ecommerce. Healthy tourism sector somewhat contained in downtown where it is. Is more tourism going to make Juneau a better place to live? Look at norms in other ports, many cities don't make many decisions or don't have information when they make decisions. In head tax issue recently, cruise ships are not partners, they are bullies. Recognize that more cruise ship ports will not spread wealth evenly. It will attract more multinational businesses, retail space is occupied by jewelry stores. Additional revenue from more tourists will accrue disproportionately to people who already get benefits. Turning downtown core into tourist experience, it will alienate our residents.

James Houck - Douglas, Owns Alaskan pedicab tours, 10 employees are locals, earnings go to pay college. Business is green. Come downtown and jump in a pedicab, locals ride free. Take people to see sites, go to independent stores, and show people our capital is the gem of our state.

Anjuli Grantham – Encourage task force to consider integrating tourism industry into JRES. Goal is for 80% renewable energy for Juneau. Less concerned with numbers of people and more with emissions/carbon footprint. Create policies directed at reducing carbon emissions related to tourism. Policies that inspire de-carbonization of tourism industry.

Martha Stey – Too many tourists downtown, we don't go down anymore. We put up stanchions on Franklin for safety. On Basin Road, tourism and local traffic creates dust. Jeep tours put us over the edge. Mostly concerned – residents need real representation at table. Juneau remains environmentally beautiful and socially and culturally intact and in place. We locals make full investments. At Long Range Waterfront Plan meeting many years ago, what about option of no more cruise ship growth? What is next after dock purchased for \$20million dollars? I am asking for representation and some relief.

Matt Boline – Back Loop, Manages Bear Creek Outfitters. Thankful for a summer job that turned into full time employment. WE can do this because of Juneau's incredible setting, thriving economy. Visitors provide the economy that allow his family to be here. Many businesses can provide year round charter services (Ward Air). Bear Creek supports Jerry's Meat, Rookery supports their guests. We try to keep business sustainable. We need economic stability.

III. MEETING ADJOURNED at 11:23 A.M.

DRAFT MINUTES
VISITOR INDUSTRY TASK FORCE
THE CITY & BOROUGH OF JUNEAU, ALASKA
February 1, 2020 10:00 a.m.
City Hall – Assembly Chambers
Public Testimony Meeting Moving into Worksession

I. CALL TO ORDER/ROLL CALL

Meeting called to order at 10:10am

Members present: Chair Assemblymember Carole Triem, Vice-Chair Craig Dahl, Holly Johnson, Meilani Schijvens, Paula Terrel, Dan Blanchard, Kirby Day Assemblymember Wade Bryson, Alida Bus and Bobbie Meszaros.

Members absent: none

II. Approval of Agenda approved as amended

III. Approval of Minutes none

IV. Public Testimony Chair Triem noted rules for testifying and gave task force introductions

Mike Hekkers, Downtown. Guide visitors on trail and water, 46 ships feels overcrowded on docks, lots, streets, say no to Norwegian go big on tackling climate emergency. Say no to NCL with hot berthing, too many extra visitors per day. We shouldn't be bullied into giving them a lease for the dock. CBJ should say no to hot berthing. I am a glaciologist. Mendenhall glacier is retreating, Taku is retreating, and we are in climate emergency. Visitor's carbon footprint is important. One year free docking and no head tax to first 5 ships that run on renewables. We can be leaders for renewable based tourism. Put visitors on light rail train to glacier. We don't want a massive parking lot at glacier. 1. Say no to Norwegian Cruise Lines (NCL) for 5th dock 2. Go big on incentivizing to reduce carbon footprint.

Wayne Carnes, North Douglas. Cruise ship visitors swelled, spent time on trails, but now congestion is overwhelming. S. Franklin is a nightmare, whale watch boats and wakes dangerous. Ears ring from float planes and helicopters. Charter fishing industry taking best fishing around Juneau. Wall of cruise ship steel blocks view. Don't spread tourists out more, like Eaglecrest, I go there to escape them. Imperative we reduce daily visitors to far less than 2019. One Sabbath no cruise ship visitors one day a week.

Brian Flory, River Rd. January 7, 2020 meeting, is there consistency in management strategy across community, we are reactive, and we don't get out ahead of the game. It takes us years to get infrastructure in place. Areas that lack management? Yes, passenger count and growth rate left to industry. Long overdue to manage. Focus management on total passenger count and rate of growth. We agree on so much, we are arguing about small amount, we want a healthy tourism industry, dispute is about enormous growth in last few years. To focus more discussion, I want business owners to answer, why did we have to jump so much in numbers for business, could jump have been less. What is average rate of growth business needs to retain prosperity. Answers might help us be less divisive. Disagree cruise lines are self-limiting, give me number and when will they stop.

Fred Hiltner, lead captain for Gastineau Guiding whale watching trips. We share deep concerns about effects of tourism. Whale watching companies working to mitigate impacts, working with Tourism Best Management Practice (TBMP) to mitigate impacts on whales and local residents. Partnering with NOAA in whale sense program increasing safe guards for whales and lessening impacts on local residents, increasing distances from rec boats, wake wave reduction when transiting like in Auke Bay. Guests experience amazing and unique experience, naturalists share information and cycle. Opportunity for guests to return home and support conservation. Working together will develop positive outcomes

Angie Thrower, Staff captain Allen Marine Tours, 2nd what Mr. Hiltner said. Tourism has an impact, how can we preserve integrity of our environment, be good neighbors. Grew up here and never thought I could stay, started in tourism as a summer job, thought she would have to move to another city to get a job. In last 13 years, career let her go to college, buy a house and live here. Watched man others live here and work, in many fields, people can work here in tourism. Work with countless vendors in community, ripple effect of tourism is almost immeasurable. Tourism has impact, some is negative and some positive. Encourage open discussion, provide feedback to owners, industry and operators. Solution may be series of smaller steps, maybe formalizes best practices.

Tracy LaBarge, Douglas. Came to Alaska in tourism job 28 years ago. Tourism is a big reason we can keep going through winter and live here. Amazed more people keep coming back. Lots of people coming together to solve issue, we want it done responsibly, not black and white. Thank you.

Bridget Smith, Lived in Juneau for 52 years, tourists say to her they didn't realize how crowded it would be and haven't seen so many shops in other places. Juneau residents should have a stake in what community looks like. Many residents say it is too crowded in summer, what is good for them is good for us. Criticism of local tour companies is circular fire. We need to stay together. Cruise industry is collection of corporate giants no CEO's live here. Tourism employs locals. Decide how many visitors we can manage at a time. CBJ needs plan to actively manage activity including air pollution. Be proactive. Some of downtown dead during winter. Parking in summer, parking being usurped in summer. Locals don't come downtown for this reason. Keep quality of life.

Guy Archibal, Downtown. Staff scientist for Southeast Alaska Conservation Council [SEAAC]. Many large cruise ships allowed to dump treated sewage while tied up to docks while tied up. Even though treated it is many times concentrations deemed safe for humans and aquatic life. Approximately 32 m gallons permitted to dump last year, it has been going on for 5 years. In 2013, industry lobbied state to change laws. Department of Environmental Concentration then permitted this. Difference with CBJ dumping treated waste, not making millions of dollars in compensation. Permit expired last year, was administratively extended by DEC because they realized they made mistakes in designing systems to dump safely. If CBJ wants to reduce negative impacts, demand DEC doesn't allow them to dump tanks in ports.

Larri Spengler, Thane Neighborhood Assoc. Two letter submitted, addressing limits and mitigate tourism impacts on Thane. First, Thane resident views on limits, 31 people support limits on numbers, 3 oppose. Getting emergency vehicles through S. Franklin area is important, three possibilities to consider submitted. Make sure cruise ships go more slowly between thane and downtown. Blockages to keep people off street, like stanchions should be increased. Pedicabs moved onto seawalk, no more slower businesses allowed. Minimize distracted driving, drivers shouldn't talk while driving. Garbage trucks after main cruise traffic time. Space ships throughout week and day.

Jeff Barnard, Airport area resident. Helicopter noise unacceptable. Lived there for 13 years, noise not bad then, recent years it is really bad. Some based on apron close to terminal, really loud because they come in at

a low elevation. General DOWNTOWN situation, as valley person I rarely go DOWNTOWN. Feel bad for Basin Road folks, enjoy recreating in Gold Creek, Basin road thing insufficient, heavy vehicle traffic, groups of people walking through, safety hazard. Solutions, helicopter noise, we should be able to figure it out as CBJ manages airport. Downtown, need some regulations. New docks with bigger boats, more people, time to not dig in deeper at this time. Figure out where we are going before we make it worse.

Serene Hutchinson, manager Juneau Tours, lived in tourism destinations. Juneau is best place even on worst day. We are still one of last pioneer locations in US, because there is so much opportunity for small and family business. Most of tour operators are family businesses and live here year round. Each year, rate of local employees growing fast, year round residents. Women are in charge in this industry. Excited about this conversation. When whale sense topic came up and we had meetings, it has been such a great experience. All things it has done to increase cooperation between companies and be accountable and responsible for our environment. Working here and working together and we are neighbors with each other. Let's do this with each other. Don't bite the hand that feeds us with it being such a large % of this town's economy. I am here, let's talk and meet.

Fred Triem, Local government cannot construct barriers on right to travel, impede travel. Carson City taxed people on way to CA in 1860's, Supreme Court said no we have right to travel. Recently began 80th trip around sun, spent 25 years in DC, then swamped with visitors once he went to college. DC is swamped with people, people have constitutional right to come, in 1st amendment. Don't bicker about how many people come here. DC finds a way. In Thane build high speed railway from Thane to Downtown. Don't construct barriers, they have a right to be here, Supreme Court has said so.

Kimberly Metcalfe, Downtown, home of her grandparents. Urge you to place limits on number of cruise ships that can visit Juneau. Exploding numbers of passengers and crew, can't host this. What would we do if a ship came in with sick passengers, like in Italy recently? Cruise ships are petri dishes for viruses. How would we deal with people needing medical help and getting out of Juneau? Advocating to keep commercial traffic off Basin Road. Areas in town we can and should keep to ourselves. Advocating for zoning issues. Restrict flight paths, regulate or work with FAA. We need to act now, in a few years, numbers could grow to 2million, and we are overcapacity. We can't allow industry to manage themselves.

Brian Daugherty, lifelong resident, 5 generations. TBMP has no teeth, Assembly step up and accept responsibility at regulatory industry. I pay taxes and city has responsibility. If honor system breaks down, what do you do? Buck needs to stop with city. Develop similar tax force to look at types of taxation, lawsuit is case in point. Infrastructure is pounded by cruise industry. With real emergency, we don't have infrastructure, beds full with elderly and our hospital is at capacity. It is our only community resource. I believe they impact our landfill, a disaster waiting to happen as it fills up. City needs to regulate. Find ways through court fees to study ways to have equitable taxation. Ripple effect, reason so many people coming forward, community is getting forced out by tourism.

Ann Metcalfe, Finance professional CPA. Supply and demand, we are meeting demand and undercharging. We are overusing our resource and not charging for that. Past tipping point. Juneau is made to feel that charging fair market value (FMV) for limited resource will cause industry to go away. It will not go away, not true. If we increased head tax, remove sales tax exemptions, limit tours, they will not go away. NCL knows this, they paid 5x assessed value for lot. Sales tax, meals and purchases on board, large purchases, commissions charged by cruise ships for onshore excursions is exempt. ¼ million in sales tax is on the table, remove exemptions, passed on to passengers who do not question them. Manage through ordinance the number and operations, and stop worrying about charging a fair price.

Jim Powell, Assistant prof at UAS teaching local government, tourism and sustainability. On board for Ocean Center, was on Assembly in 90's. Passed first passenger fee, cooperatively worked with industry and had first plugin. Passed tourism management practices resolution, set good direction. Unfinished are several issues, safety valves and indicators. Helped convene meeting from neighborhood associations, you have report. 80 people attended, 16 of 26 neighborhoods attended. Overcrowding, traffic, helicopter, whale watch, environmental, lack of government control over industry. Support Alaska native culture, tax opportunities, better restaurants, improved infrastructure, TBMP.

Benjamin Brown, Glacier Hwy, Met his spouse through cruise industry, lives at park shore. Cost benefit analysis has to be done. Externalities need to be internalities. Perseverance and accessible ones only impacted, farther ones out the road not impacted. Eaglecrest experience is informed by tourism industry, summer plans will allow me to enjoy winter at Eaglecrest. Netherlands, 20 million visitors all going to Amsterdam, discussing how to spread the visitors. Visitor code of conduct could be put in place, couldn't be enforced. Grateful we are as desired as European locations.

Karla Hart, Back Loop. Should be called cruise industry task force, no one worried about independent visiting, about cruise industry. No to anymore docks within borough, no hot berthing, yes to ship free Saturdays, not to spread ships out. Flightseeing. Regulating industry not visitors. Pass safe and quiet sky resolution, like in Hawaii, law allows local communities to regulate air and cruise industry. There should be tracking system to allow tracking of helicopter, HI does this where people can see how high and how fast helicopters are traveling. CBJ should say we don't want cruise ships unless they have environmental rangers on board. Resident priorities for what we want to gain, sense of place, quality of life, climate goals, quiet, adverse impact on housing with seasonal employees. Look at leakage and sales tax laws.

Page Bridges, Downtown. Too many ships detrimental, limit number of ships and docks. Rents went up with large ships, businesses driven from S. Franklin. No galleries and these were good for downtown. Ships tell people where to go to shop. Beauty and quality of life threatened. Lurid light show on pier, peaceful light blue would be tolerable. Neon colors unnatural. Trash situation on Gastineau Avenue on staircase due to tourist litter. Trash is left out from tourism stores as businesses leave in fall. Problem with outdoor music by deckhand Dave's and Tracy's crab shack. City must tell food establishments to not play outdoor music, hell for residents, some of who are sick.

V. Updates on Related Process and Projects

a. Kirby Day – Tourism Best Management Practices [TBMP] Programming 2020

TBMP working on guideline edits, new guidelines, adjustments. Do this with hotline calls from prior summer, Assembly and CBJ department comments, solicit comment from operators to review and make recommendations on changes. 2020 guidelines are finalized in mid-March. This year, using task force public comments to look at guidelines. Juneau Economic Development Council (JEDC), TBMP joint meeting in April and that will be a public meeting to look at guidelines.

b. Rorie Watt – Marine Passenger Fee Allocation and Sales Tax

Updates on taxability of tours, in packet there is information on sales tax. Question on financial impacts to hospital services, there is information in the packet on this. Norwegian Cruise Lines [NCL] and sub port – Mayor and Manager have advised NCL to wait until work is completed on the task force. Recommended that the team wait until VITF work is done. Several items in front of the Assembly, request for tideland leasing at floating berth, before Committee of the Whole (COW) on

2/10/2020. Wednesday Finance Committee, recommendation on MPF allocation will be made, many proposed items that people will be interested in. Statter Harbor Commercial Float, guardrail on dock fact, funding seawalk, shore power, pedestrian barriers on S. Franklin, ambulance, monitoring of wastewater, ships discharging, passenger survey to get granular info on expenditures of visitors on ships. Grant to whale sense to assist in working on complaints, transportation study to move people through circulator, glacier express to move people more efficiently.

c. Michele Elfers – Waterfront Project Status

Downtown Street Pedestrian Improvements- pedestrian stanchions will be installed and extended through downtown towards the Marine Parking Garage this summer. Pending funding, additional stanchions will be added further towards the tram. Also pending funding there will be lighting improvements along S. Franklin and upgrades to Warner's Way, the alley connecting S. Franklin St to the Seawalk

Marine Park Deck over and Marine Park Redesign – The seawalk will be extended from steamship wharf north to connect to Marine Park spanning the old lightering dock float. Construction is planned for winter 2020 and spring 2021. In the fall, a public process and master planning process for the reconstruction of Marine Park will also begin.

Seawalk Franklin Dock to AJ Dock – This section has been in planning for about two to three years, the Franklin Dock section is moving a bit faster and may have a project sooner. CBJ filed a request for tidelands conveyance from DNR to CBJ in this area to allow for the seawalk extension.

Downtown Waterfront Improvements Phase I (Archipelago area) – Construction on the retaining walls and pile driving will continue through September. The private archipelago land and construction project will begin construction in June. The new seawalk through this area will be open in May 2022. Phase II is in planning and may include a restroom and bus waiting area for passengers.

Statter Harbor Phase III – The dredging and blasting work will be completed in April 2020, then new floats, a second gangway, utilities and a retaining wall will be in place by April 2021. Then the restroom and waiting building, and new paved bus drop off lot will be constructed by April 2022.

Alaska Department of Transportation (ADOT) Egan Drive Reconstruction – Construction this season will focus on the sidewalk and retaining wall at Merchant's wharf and the street area between the old fuel dock to Douglas Bridge. Additional some work between Willoughby and Seaward will occur. Traffic will be single lane in both directions and will move to either side of the street as needed to accommodate construction. Minor work will continue in spring 2021 including permanent striping. It is not anticipated that there will be major traffic impacts in 2021.

D. Alix Pierce – Blueprint Downtown

Ms. Pierce gave an overview of the Blueprint Downtown Committee's (BPDTC) and their work so far. Some topics from the Visitor Industry Task Force (VITF) might find a home in this process. One of the themes from the BPDTC was Carrying Capacity which includes tourism; the vision statement for that theme is balancing the demands of seasonal and local use through 3 actions: 1. Downtown circulator 2. Improving the seawalk 3. Bus staging outside the S. Franklin bottleneck. Comments from the VITF that fit in the land use and zoning would

be useful in BPDTC process. An outcome of this will be a report with the recommendations to the BPDTC to take action on incorporating specific items from the VITF into the planning process.

Ms. Terrel – Land Use and Zoning, CBJ can't zone for commercial use is my understanding. What are you looking for in zoning, is there something specific?

Ms. Pierce – in other plans, there have been recommendations to work on zoning, like Auke Bay plan there is work on zoning right now. Trying to incur more walkable, infill development.

Ms. Terrel – concerned S. Franklin issues will move to downtown core, any way to do zoning to prevent rest of downtown core looking like S. Franklin?

Ms. Pierce- zoning possible, hard to say specifically what.

Ms. Schijvens – Report on SE economy next week, cruise ship numbers for Juneau 2020, numbers 1.394M passengers, 2021 1.51M coming to Juneau. 2019 actuals 1.306M.

Mr. Day – Suggest task force as cruise line agencies for a cruise line schedules as soon as we can. Berths won't be assigned, but relevant to look at days of the week.

E. Cruise Ship Numbers

Ms. Schijvens - 2020 projections are down slightly to 1.394 million from 1.4 and 2021 numbers are projecting a 8.6% increase over 2020 at 1.51 million.

VI. Draft Committee Report

- a. Outline** from Mr. Watt; Staff will listen to VITF comments, recommendations and create a draft report that encompasses what was said. Task Force will then revise, focus and narrow report to finalize it.
- b. Discussion**

Ms. Triem – Start with charging question 1a.

Mr. Bryson – We have world leading TBMP that other countries and cities are adopting. Structure is in place, have it be a city position, doesn't change TBMP, it will strengthen it. Don't diminish positive aspects, but having a city official oversee it will bridge that gap, have voluntary compliance that has great results. More accountability as a city position. Financial point is that city funds housing, homelessness coordinator, with this being largest growing industry in community it should have a city position.

Ms. Bus – One of ideas from written public comment was to adopt TBMP into ordinance by reference, whether voluntary or ordinance, it should have official capacity in CBJ. Broad general recommendations, city could look at taxing structure. A lot of public comment on that, Task Force doesn't have this capacity, but maybe Assembly should look at it.

Mr. Dahl – We have received a lot of info, within facts there is a lot of variation. Why doesn't CBJ have Dept. of Tourism? He has connection with planning organization in other communities. Other cities have organization to plan tourist activities. A lot of silos within CBJ right now. Having a department in the city that brings tourism under one umbrella is a starting point.

Ms. Terrel – I don't believe that City is managing the visitor industry the way it should. They can, and I agree with having an office/person/entity to be in charge of tourism. I would like committee recommendations to be providing tools or options to resolve certain problems. For instance, Docks, give them option of what we can

do to manage ships, give Assembly options, they can ask entity to take it on. Afraid the Assembly will not be able to take on all these recommendations.

Ms. Schijvens – Likes idea of someone in CBJ to take on tourism and visitor industry as a job. Visitor Industry is responsible for 15% of all year round jobs and 9% of all wages. We need to get expertise in CBJ.

Mr. Bryson – Assembly is policy vs procedure, can set policy and staff sets procedure. We have existing entity, Travel Juneau. We could ask Travel Juneau to take on TBMP, they already exist. We fund Travel Juneau and have to answer to the city, we have an entity that deals with tourism, and we task them with administering TBMP.

Mr. Blanchard – Add teeth to TBMP, if TBMP is reinforced, it will solve our problems. IF properly organized, cruise ships have to belong to it to come to Juneau. They can't sell to another vendor unless they are members. It needs to be rebranded, anytime we can't get acronym out it is a bad thing. "Our Juneau Your Juneau Path to Future for Residents and Visitors". Brand it correctly, it is our Juneau we are talking about.

Ms. Triem – Formalizing person or department in CBJ, overarching need is policy to unify areas within CBJ that deal with tourism. Docks & Harbors (D&H), Community Development Department, Parks & Recreation all play a role and currently not talking to each other, direction comes from Assembly. Could be implemented through having a position. Mr. Palmer, how do we give TBMP teeth and what are our options?

Mr. Dahl – Travel Juneau is a marketing agency, don't direct staff and don't have CBJ staff. I think it should be a CBJ department that has ability to use resources. We have assistance of Rob Palmer, but mostly dealt with through permitting and licensing. Short of saying we can't come here we have to figure out how to do it through permitting.

Mr. Day – Remind you TBMP is a piece of this puzzle. Never intended to solve every problem and every impact, it has done an effective job. It is substantial enough industry, there should be someone to herd cats within CBJ. So many CBJ departments and outside city manage tourism, number of entities. Probably need to think about a department to oversee how to move forward, come up with some long range tourism management plan. TBMP and teeth, I agree with Mr. Blanchard, lately working on as voluntary organization, we would never had gotten into so much detail as a regulatory piece. What we have done and curtailed has been effective, guideline/teeth has to come from members and companies. In a voluntary program can city take permits away? Teeth has to come from company. Position within city to manage going forward in growth is not a bad idea. I believe companies believe this is the right thing to do for Juneau. There are ways to improve this, one way may be a department of tourism.

Ms. Terrel – Is there any reason we couldn't create an entity that is staffed by someone other than TBMP but still have TBMP be part of it as voluntary aspect, wants to do both. I don't believe Travel Juneau should be at the helm. Office should deal on regulatory basis and still have TBMP be part of that as an entity.

Ms. Bus – Add to Mr. Blanchard, likes idea of Tourist Code of Conduct so some responsibility that tourists take. Rebranding like Mr. Blanchard says can help and be proactive and intentional. Dock infrastructure, this group has had a lot of conversation with USCG, wondering if we make a recommendation that Assembly converses with CLIA/NCL if Norwegian dock goes in that the anchorage isn't used.

Ms. Meszaros - City does need staffing to help with management of tourism, going to idea of visitor pledge, it will be out in new guide this summer. Travel Juneau has revamped visitor guide for 2020 with visitor pledge to City of Juneau.

Ms. Johnson – We all agree there is so much to love and most visitors want to do the right thing. ATIA state marketing is shown to work (statewide level). Sustainability keeps coming up, as tour operators are not good at sharing what we are doing in our businesses. We need a clearinghouse to share sustainability as part of what we are doing in this program.

Mr. Bryson – Citizen proposed code of conduct with tourism, people will live up to expectations. Set expectations and do it in a polite friendly manner, most tourists will be on board. If we were to create a position or dept. for tourism management, would head tax pay for that? Can we use those fees?

Mr. Watt – Sure. Everything is negotiable, but problem for Assembly to figure out.

Ms. Terrel – Take one issue like docks and see what our options are, spreading it out so we don't have peaks, these are all options.

Mr. Day – Current management structure is effective, one may say it is not adequate. Somewhere between effective and adequate.

Ms. Johnson – 2007-2008, we have been here before when we hit 1M passengers. We have accomplished so much before, I am hopeful and it has been adequate. Answer to question A is yes.

Mr. Day – Can City Attorney tell us his initial vision on TBMP falling under city and teeth.

Mr. Palmer – Keep brainstorming ideas and we will come back. 3 options, can we incentivize TBMP so eligible for grant? Eligible for permits? Can permit be suspended if you have violations?

Mr. Dahl – TBMP doesn't have to be taken over by city, they have done a great job. City should be responsible, community should have a forum so they know that they can have a seat at the table to complain and come to a regular forum that meets regularly. There needs to be something with Cruise Line International Association Alaska (CLIAA), D&H, public at the table on a regular basis and let city deal with issues. Tourism management not been coordinated.

Mr. Bryson – same messages with minor details on 1a. More official oversight by city in manner similar to TBMP. On 1b, we are actively developing downtown and tourism improvements. Upcoming projects, DOT, will be incredibly effective to get in and out of town. New parking at Archipelago will help absorb a lot of people. Stanchion project extending over next years, making very active improvements. Q 1b, yes we are moving forward. Could we have next set of improvements coming down the list, yes that is why we are here. Eaglecrest task force is looking forward and planning for what we are going to do next. Trying to set up infrastructure, well on the way, not complete.

Ms. Schijvens – TBMP in city, how could we continue Kirby Day's position as well as have it within city.

Mr. Day – TBMP doesn't manage numbers it manages impacts, we will continue to talk about it. If TBMP goes to city department, it won't manage numbers that is not intent. People shouldn't have vision that there won't be any problems or issues. Need for coordination within city to address tourism, years ago a specialist position. TBMP can fit into that but it can be more effective if you take work and continue in a format as it transitions.

Ms. Triem - Peer pressure of industry is powerful. If we codify that, it won't work. Sustainability – final report should include this in its own section or scattered throughout.

Question 3 –

Ms. Johnson – take off the table a cap, not legal, aggressive, not friendly. One access by the docks, we own at least two. We have power and focus on how to utilize docks we have and how we manage that. Partnership with Cruise Line Agencies of Alaska (CLAA), get more involved, decisions on tendering. We have a lot of power to do that.

Mr. Bryson – Slowdown has already begun, didn't meet high projection, and indicates peak is almost here. Every peak is followed by a reduction, fears 5% reduction. Right after peak you get 3-6% reduction. When reduction starts to happen, we will not have growth indefinitely. Following years will be 5% one year, 5% next year. If we unnaturally cap reductions, then we will have compounding impacts. Any business not growing by 3% a year is losing ground by inflation. Completely opposed to any cap. Reductions cost businesses.

Ms. Triem – part c. surprised how hands off CBJ is with scheduling of docks, jumping in and paying attention to it is something we should do.

Mr. Day – Agrees with Ms. Triem. The way CLAA schedules throughout the state is a model that other regions wishes they had. Only one entity can effectively do that without putting neighbors at disadvantage. Berthing within community, CBJ has some wherewithal on how we wish to berth our ships. Ex. Can we move to NCL to hot berth to city docks and another ship to AJ Dock to eliminate congestion? City does have ability to guide the internal berthing of those ships. Private berths have long term agreements with certain companies and with shore power they will always want to go there. Ways to talk with city management about that.

Ms. Triem – If we get more involved which office would it be through?

Mr. Watt – D&H and City Manager, lots of discussion between City Manager and industry on this.

Ms. Terrel – First thought was we should cap number of people or ships. Other ways to lessen impacts, on public docks, one ship per day, no hot berthing. Private docks could have MOA possibly. We could get involved in scheduling. We need to say what we want to do in Juneau.

Ms. Bus – How do cruise day scheduling work with tour options on days. Opportunity to spread peak Tuesday across week understanding tour availability and options.

Mr. Day – We have been told we can't restrict based on number of visitors. Talk about what makes sense on numbers of ships. Hot berthing, typical Tuesday has 4 ships at dock, hot berthing at AJ with two NCL ships. On 4 ship day with 1 extra for hot berth, understand concern of hot berthing extend impacts later into the day. Consider that hot berthing has 4500 more people come to spend a lot of money. Not sure the impacts of hot berthing are that great. JEDC study, max number onshore are 11, 500 on Tuesday, maybe 18,000 with 5 or 6 ships.

Mr. Bryson – Torn on hot berthing. One of best solutions, get peak out of the week. Get 8-9000 every day of the week, better for businesses, keep tours available every day. Knowing schedules are two weeks out, design schedule for SE AK that removes peak of the week. Reduce congestion, help tourism operations. CLIAA wants to come up and work with us. Could we work towards schedule to eliminate peak of the week?

Mr. Watt – Best we can do is state policy goals.

Ms. Johnson – Like idea of organizations getting together to look at docking. Could be a powerful conversation for businesses. NCL may or may not stay longer if they had two available docks. More time spent in town would benefit all of us.

Ms. Terrel – I agree with need for leveling out peaks. Concern is looking at larger ships and more capacity, concerned how we would do that knowing what we are facing. Hot berthing, I don't support it. When ships

here for a couple of hours, passengers don't have enough time to shop and go on an excursion, short trip. Much rather see, one ship docked for entire day. Prefer not to have NCL have two or three docks (2 at AJ) and NCL dock. Rather they have one ship per day.

Mr. Bryson – NCL dock – community needs to berth cruise ships. Allow NCL perpendicular dock and bring one of their ships, the other side can only be for smaller ships. No more lightering available. Increase safety and security. Use uplands for local purposes. Extending times is fine because people spend more money in community.

Mr. Blanchard – can't limit number of guests, all about access. We can control access to our city. Low days, has to be guest quality experience, good any day. To motivate boats, Glacier Bay permits stuck with days they get, other is money. Charge the heck out of Tuesdays, give it free on Saturdays, motivate where we are making more money, just like airlines. I don't know if it is legal or not. I agree, jet pier out, block anchorage, allow one side for big boat and one side for small ships. Pulls American cruise lines back downtown and out of Auke Bay. Concentration of industry on cruise ship side is important, instead of marina have a floating dock for ships like mine. Question for legal on how coast guard would work with us. We need to block large and mid-size big ships from anchoring. Hot berthing is not good, not good for community or for guests especially when it takes place where it is. More people in town, but sell less on per capita basis because people don't have time. Our pledge should be we give you the best time, love you and love our community, hot berthing does not meet this goal. Insist we own NCL pier, they don't care who owns it as long as they have this pier. It gives max 5 ships, electrify docks one day. Comments today about incentivizing companies that reduce carbon footprint spot on. It reduces access at Auke Bay for small ship, higher sales per capita because guests are here.

Mr. Day – Peaks are difficult. Move Tuesday or Wednesday people to Friday or Saturday, is that better when people are used to quiet Friday or Saturday? Incentive would have to be significant to move sail dates in Seattle. If you don't allow hot berthing does ship change schedule for another day or do they not come? Limiting number of ships each day will affect local business. By 2023 advise industry we are willing to accommodate 5 ships per day, or we are willing to accommodate only 5 ships at a time. Define small cruise ships, are we talking Uncruise size or what? Anchoring, USCG has moved anchorage before and there are positive things about NCL docks in terms of location and keeping traffic out of downtown.

Mr. Bryson- Primary recommendation is that we should electrify the docks. Businesses live off revenue in summertime. Give adequate time to industry, three years might not be enough for reduction or hot berthing.

Ms. Johnson – Additional dock in Hoonah, Ketchikan will have 2 new docks. Get creative and find ways to entice different times per week it could be spread out throughout southeast Alaska.

Ms. Bus – Incentivize Juneau as jumping off point for their cruises. Hot berthing was great, turn and burn, making overtime as college student in tourism. Numbers are less crowding, more conversation on hot berthing.

Ms. Terrel – Consider public perception, not just the facts of what we are doing. Public must feel we are making things better.

Mr. Day – Can we spend money as we have spent it after litigation.

Mr. Watt – result of mitigation is we are spending money much broader than before.

VII. Upcoming Meetings: Tuesday, February 18 and Tuesday, February 25 at 12:05 p.m.

VIII. MEETING ADJOURNED – 1:56 pm.

Presented by: The Manager
Introduced: 08/05/2002
Drafted by: COW

RESOLUTION OF THE CITY AND BOROUGH OF JUNEAU, ALASKA

Serial No. 2170

A Resolution Adopting Tourism Management Policies.

WHEREAS, tourism is a basic component of Juneau's economy and affects every resident, and

WHEREAS, it is in the public interest to identify tourism issues and solutions that earn the support of the entire community, and

WHEREAS, tourism requires partnerships and collaboration in order to prosper, and

WHEREAS, these partnerships must go beyond simple coordination to include opportunities for all interested citizens to work together on policies, programs, and action plans to advance tourism that enhances the quality of life in Juneau, and

WHEREAS, these opportunities can best be provided in a collaborative process that engages all participants as peers in dialogue, mutual learning, and shared responsibility, rather than as special interest advocates, and

WHEREAS, community consensus can be difficult to achieve in a divisive or poorly attended public hearing but workable in a process that brings people together in a spirit of collaboration to generate solutions and solve issues, and

WHEREAS, in order to foster a collaborative approach to tourism issues, the Assembly directed the Manager to engage staff and outside experts in the design and implementation of a year-long public discussion of tourism planning including stakeholder interviews, public internet polls, open houses, public meetings and hearings, and

WHEREAS, this process resulted in a Draft Tourism Management Plan which was presented to the public in March of 2002, and, after extensive public comment, to the Assembly in April of 2002, and

WHEREAS, the Assembly extensively reviewed the April final draft, including holding meetings and taking public testimony at the Committee of the Whole, Planning and Policy, Public Works and Facilities, Lands, and Human Resources Committees;

NOW, THEREFORE, BE IT RESOLVED BY THE ASSEMBLY OF THE CITY AND BOROUGH OF JUNEAU, ALASKA:

Section 1. Policies. The following shall be the tourism management policies of the City and Borough of Juneau:

- A. *Vision for Tourism.* CBJ seeks a healthy and vibrant tourism sector generating business opportunities and employment for Juneau citizens, protecting Juneau's heritage and cultural values and its natural resources, and making a positive contribution to the community's quality of life.
- B. *Partnerships.* It is the policy of the CBJ to establish and support a partnership, based on collaborative discussion and cooperative action, between the community of Juneau and its local tourism industry.
- C. *Proactive Approach.* It is the policy of the CBJ to take a proactive approach to tourism management, guiding the future with a plan and an organization that will foster the evolution of tourism in Juneau. Tourism management is defined as the implementation of Juneau's tourism vision, carried out as a partnership between the industry and the community, and includes addressing economic, social, environmental, and product quality issues.
- D. *Tourism Success.* It is the policy of the CBJ to succeed at both cruise tourism and destination travel. Success entails maximizing the benefits of tourism in Juneau, while minimizing the costs and impacts; achieving the social, environmental, and economic goals that Juneau's residents and businesses seek. It is not measured by the number of visitors to Juneau, but, rather, by progress toward those goals and the vision adopted by Juneau. Success includes being good at the tourism goals that are chosen, including the quality of visitor experience.
- E. *Cruise Tourism.* It is the policy of the CBJ to strengthen and maintain its strong position in the cruise tourism marketplace, including small ship cruising, building on the mix of experiences now offered and improving the downtown business experience.
- F. *Destination Tourism.* It is the policy of the CBJ to work proactively to grow the destination travel component of the local economy, setting out to become a premier destination-combining nature, adventure, heritage, and cultural experiences-and to attract high value customers and focus on guided experiences. It is the policy of the CBJ to position itself as a small meetings and conference host serving regional and niche markets. It is the policy of the CBJ to facilitate product development to enable significant growth in the destination tourism sector. It is the policy of the CBJ to substantially enhance the attractiveness of Juneau as a destination community.

- G. *Destination Marketing.* It is the policy of the CBJ to develop a destination marketing strategy aimed at regions and niches that are a match for Juneau's experience-based tourism. The target market is people who come to Juneau to enjoy the natural and cultural experiences that are unique to this area.
- H. *Product Quality and Standards.* It is the policy of the CBJ to develop a comprehensive standards awareness and development program (for accommodations, guides and interpreters, attractions, restaurants, and the service sector) to ensure product quality commensurate with the quality expected in the high-end destination travel market.
- I. *Safety Valves.* It is the policy of the CBJ to develop viable strategies by December 31, 2003 that would go into effect if tourism growth or impacts exceed acceptable levels. These strategies, or "safety valves", will protect both community and business interests. There is a limit to the physical capacity of the downtown harbor and the narrow transit corridor along the downtown waterfront. A "safety valve" plan acknowledges such limits and, further, recognizes that the use of land and infrastructure is determined by the capacity of the natural and human-made environments to accommodate such uses without harm to the health, safety, and welfare of the citizens and visitors to the city.
- J. *Indicators.* It is the policy of the CBJ to develop measurable indicators for both cruise tourism and destination travel and to develop a process by which indicators trigger "safety valves." It is the policy of the CBJ to be proactive in updating indicators and mechanisms and to work with industry, resource managers, and the community to manage capacity and impacts before they reach indicator levels.
- K. *Roles.* It is the policy of the Assembly to meet quarterly with the Juneau Convention and Visitors Bureau to ensure that Juneau's destination marketing goals are being met, and to work closely with the Port Development Committee to provide a collaborative partnership with the Docks and Harbors Board.
- L. *Waterfront Revitalization.* It is the policy of the CBJ to develop a waterfront that enhances the image of the community, adds to the quality of life for residents, facilitates tourism, commercial activity and investment, and strengthens retail, entertainment and service activity.
- M. *Traffic and Pedestrian Movement Through Downtown.* It is the policy of the CBJ to facilitate traffic and pedestrian movements in and through downtown Juneau.

- N. *Recreational Resources.* It is the policy of the CBJ to provide a variety of high quality recreational opportunities and experiences for residents and visitors that capitalize on Juneau's remarkable resources and unique characteristics.
- O. *The CBJ Comprehensive Plan.* The provision in the Comprehensive Plan dealing with tourism has been through a very long process and is well-balanced. The current system requiring Conditional Use Permits for bed and breakfasts and similar facilities has worked well.
- P. *Helicopter Flightseeing.*
1. It is the policy of the CBJ to work with residents, operators and appropriate government agencies to implement a phased development of alternative heliports to accommodate helicopter flightseeing operations. Recent studies commissioned by the CBJ identified and suggest moving flight patterns and the associated noise in order to reduce overflights of all residential areas. The purpose of this policy is to implement those findings and relocate flightseeing operations to the periphery of our community, effectively eliminating residential overflights and noise impacts on all neighborhoods and reduce the impacts of residential areas.
 2. The manager shall work with the Juneau Tourism Partnership to consider satellite heliports. Initial steps should include conducting an initial-phase feasibility study on the construction of a new heliport at the DuPont or Sheep Creek alternatives identified in the Michael Baker Study before exploring other locations. Other locations, or other management approaches may be explored if identified as alternatives in an environmental study. The feasibility study should include:
 - a. An environmental assessment, environmental impact statement, or similar analysis, as appropriate, including access feasibility or a road improvement/extension as well as marine access and identification of mitigation measures.
 - b. Cost analysis of access alternatives.
 - c. Management/Operations Plan and associated costs.
 - d. Coordination with operators regarding development, operation and management issues.
 - e. Timeline projections for project completion.
 - f. Financing alternatives for the project.

This Comparative Analysis should be funded and conducted separately from the Juneau Tourism Management Plan and should offer conclusions and recommendations of a preferred site.

3. It is the policy of the CBJ to support the USFS Helicopter Landing Tours on the Juneau Icefield, 2003-2007 Record of Decision (ROD) dated April 16, 2002. The Alternative F selected in the ROD reflects the course of action desired by the CBJ to develop workable solutions to flightseeing issues while recognizing both the needs of the residents of Juneau and the flightseeing operators. The CBJ supports the growth of our flightseeing businesses to best serve visitors from all over the world who come seeking this unique experience. At the same time, we are committed to resolving the noise impacts that local residents experience. Our objective is to make Juneau a better place to live, work, and visit.
 4. It is the policy of the CBJ to explore significant noise reduction possibilities through the use of quiet technology and offer workable solutions for both operators and residents alike.
- Q. *Fixed-Wing Flightseeing.* It is the policy of the CBJ to work with residents, operators and appropriate government agencies to explore the establishment of a noise abatement program utilizing quiet technology for use on fixed-wing aircraft operating from the downtown Seadrome. The findings of the Michael Baker Study illustrate significant noise reduction possibilities through the use of quiet technology and offer workable solutions for both operators and residents alike.

While the CBJ commits to addressing the noise impacts associated with fixed-wing aircraft operating from the downtown Seadrome, it also recognizes the historical use of fixed-wing aircraft as an integral component of the Juneau waterfront. The CBJ acknowledges the ongoing efforts of the Gastineau Channel float plane operator, Wings of Alaska, for past upgrades to quieter equipment, limiting growth and modifying management practices to reduce noise impacts.

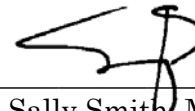
Section 2. Reference Materials. The policies established in this resolution shall be implemented and interpreted using the following materials:

- A. *The Juneau Tourism Management Plan* dated April, 2002 and prepared by Egret Communications/ARA Consulting. In the event of a conflict, this resolution shall prevail.
- B. The Memorandum of Understanding between the CBJ Assembly and the Docks and Harbors Board, dated July 8, 2002 shall be used to implement policy K.

- C. The CBJ Comprehensive Plan reflects the commitment of citizens to the protection of the Borough's air, water, and other natural resources and shall be used to implement policies related to air and water quality and natural resource protection. See policies 3.3, 3.4, 3.5, 3.6 (pages 63-68) in the CBJ Comprehensive Plan.

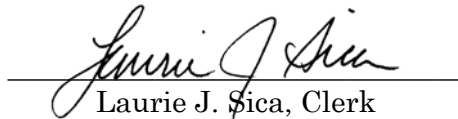
Section 3. Effective Date. This resolution shall be effective immediately upon adoption.

Adopted this 5th day of August, 2002.



Sally Smith, Mayor

Attest:


Laurie J. Sica, Clerk

Vote: Unanimous

Visitor Industry Task Force

February 18, 2020



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Agenda

CALL TO ORDER/ROLL CALL

APPROVAL OF AGENDA

APPROVAL OF MINUTES

QUESTION 2: LONG RANGE WATERFRONT PLAN REVIEW

Presentation

Discussion

QUESTION 4: PUBLIC OPINION SURVEY

Presentation

Discussion

RESOLUTION 2170

DRAFT REPORT

UPCOMING MEETINGS

February 25, 2020 12:05pm

ADJOURNMENT



QUESTION 2:

The Long Range Waterfront Plan has guided CBJ thinking and actions on the development of waterfront infrastructure for the last 15 years. In the early 2000's, writing, considering and adopting the LRWP was very time consuming and an update or re-writing is likely similarly difficult and time intensive. Regarding the LRWP:

- i. What are the pros and cons of updating the LRWP?
- ii. If the LRWP was updated, should it be an infrastructure update, or should that update consider other policy or operational issues?



LRWP

Adopted 2004

Planning horizon 2005-2026

Study Area – Douglas

Bridge to Little Rock Dump

LRWP Goals: Manage and Focus Waterfront Change

- Enhance community quality of life.
- Strengthen tourism product offerings as well as downtown retail, entertainment, residential and service activities.
- Improve Juneau's image and attractiveness for investment
- Recognize all current waterfront uses.



LRWP Public Input and Assessment

- Public Process –
 - 13 workshops and info displays over 5 months
 - 203 people participating in meetings
 - 2178 surveys returned
- Land Use Category, Facility, Tourism Growth and Circulation Analysis

Issues and Opportunities (2003)

- Commercial
 - Rock Dump is economic engine/cargo operations restricted by **congested** traffic
 - Maritime Security
- Tourism
 - Lack of facilities for charter vessels and large yachts
 - Vehicular and pedestrian circulation **congestion**
 - Cruise industry demand for growth of docks and facilities
- Recreation
 - Waterfront needs **balance** between tourism and other opportunities on waterfront
 - Marine Park as center of civic activity, village green, **unified** spaces
 - **Balance** port security, public safety, economic development and great waterfront public spaces
- Downtown
 - Improved **connectivity** between the waterfront and Downtown to bring business to year round local shops.
 - Limited parking can inhibit development
 - Keep Capital in Juneau

LRWP Concepts for Development and Design Standards

- Redevelop Marine Park by unifying spaces
- Wrap Library ground floor with commercial/cultural uses
- Create wayfinding program
- 2-3 story building height, mixed use development, massing and scaling
- Attention to Character, Street Orientation, Transparency and Views



LRWP: Seawalk Is a Unifying Element



*73% of survey respondents
"supportive" or
"very supportive"*

Phasing and Implementation Strategy, 2005-2026

LRWP Recommendations that have been accomplished:

2003 Long Range Waterfront Master Plan Comprehensive Plan Integration
Study of Expansion of Cruise Operations within the City and Borough
Refinement of Design Criteria for Seawalk
Relocation of CBJ's City Maintenance Shop
Cruise Ship Terminal Dock Expansion Design and Permitting
Public Library and Surrounding Area Improvements
Egan Drive Improvements
State Museum Expansion
Light Industrial and/or Non-Tourism Related Marine Intensive Developments within Area E
Mixed-Use Developments within Area A (various)
Seawalk Phase 2: Taku Smokeries to the Franklin Street Dock
Gateway into Downtown Juneau
Seawalk Phase 3: Juneau- Douglas Bridge to Gold
Streetscape Enhancements and Reorganization of Parking
Tidelands and Gold Creek Projection Zone Enhancements
Realignment of the City Tender Dock
Downtown Transit Center

Phasing and Implementation Strategy, 2005-2026

LRWP Recommendations not accomplished:

Expansion/Redevelopment of Marine Park
Enhancement of South Franklin Street/Cruise Dock Portals
South Franklin Street Sidewalk Expansion
Seawalk Phase 1: Marine Park and Steamship Wharf
Gold Creek Marina Design, Permitting and Construction
Security Enhancements to USCG and NOAA Facilities
Subport Redevelopment
Redevelopment of the Little Rock Dump - Phase I
Retail Development Along the South Side of South Franklin Street
Design, Permitting, Construction of State Capitol on Telephone Hill
Redevelopment of Merchant's Wharf and the Seadrome Building
Seawalk Phase 4: Marine Park to Subport
Civic Center Facility Expansion
South Franklin Alternate Route Study and Development
Redevelopment of the AEL&P Building on South Franklin Street
Redevelopment of the State Fish and Game Building
Streetscape Enhancements and Reorganization of Parking - Dept of Labor parking structure

QUESTION 4:

Consider the pros and cons of collecting public opinion through formal surveys, including researching survey costs. Public opinion is always important for the Assembly to determine and collect; however, asking simple yes/no questions on nuanced issues can be polarizing and can be difficult to get the public to understand all of the details necessary for the formation of well-founded policy decisions.

Manager's recommendation for \$100,000 FY 20 MPFs for survey of passenger experience to:

- Understand passenger quality of experience
- Gather granular information on shopping and touring habits
- Link spending to boat size, time of visit, and length of stay
- Guide plans for service, infrastructure and growth

Should there be additional surveys of the local community?

Resolution 2170 – A Resolution Adopting Tourism Management Policies

August 2002

Vision is a healthy and vibrant tourism sector generating business opportunities and employment for Juneau citizens, protecting Juneau's heritage and cultural values and its natural resources, and making a positive contribution to the community's quality of life

- Framework for Community and Industry Partnership
- Growth of destination tourism through marketing
- Product Quality and Standards
- Safety Valves and Indicators
- Develop waterfront and facilitate pedestrian/vehicular movement through downtown
- Provide High Quality Recreation for residents and visitors
- Recommendations on Flightseeing

Upcoming Meetings

Work Sessions

February 25, 2020, 12:05pm