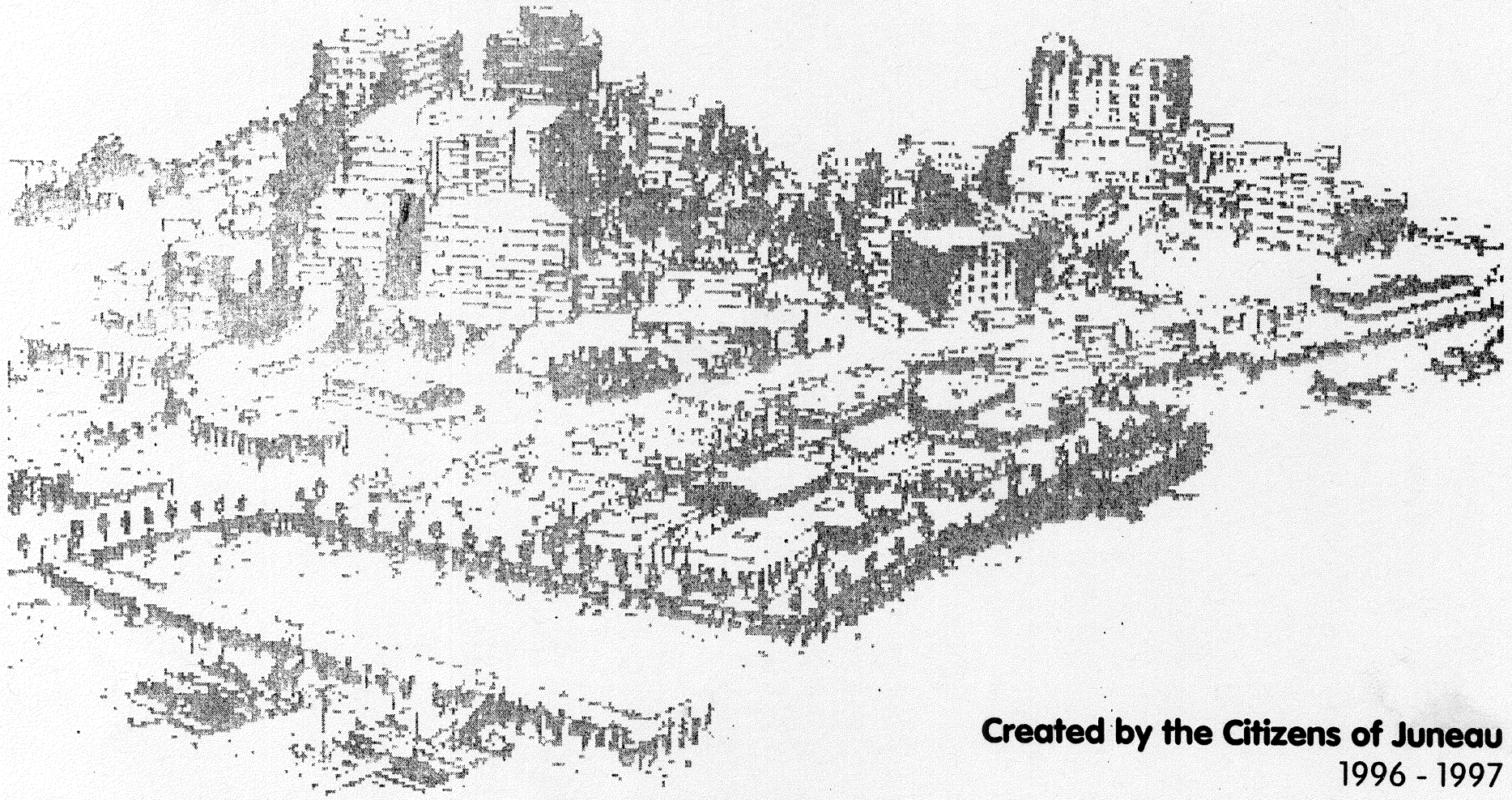


The Capital City Vision Project

Juneau's 20 / 20 Vision for Downtown



Created by the Citizens of Juneau
1996 - 1997

Compiled and Presented by the City and Borough of Juneau and USKH, Inc.

- January 1998 -

TABLE OF CONTENTS

Executive Summary	I
Participants	iii
Juneau is . . .	viii
Juneau Residents Envision that Downtown will . . .	ix
Introduction	1
Juneau as the Capital City	6
Housing	12
Pedestrian Access and Movement	18
Transit	24
Parking	31
Education, Youth, Arts, and Culture	36
Waterfront and Harbors	42
Tourism and Visitors	48
Balancing Nature and Development	55
Livability and Quality of Life	63
Economic Vitality of Downtown Juneau	69
Implementation Recommendations	71
Appendices	74

Imagine, for a moment, what Juneau, our Capital City, will be in the year 2020. Questions we might ask include will it be a cohesive Capital complex with state of the art communication? Where will the roads take you? Where will you park your car or catch the bus? Will downtown be vibrant and cater to the needs of both residents, visiting Alaskans, the Alaska legislature, and tourists? Will there be affordable and quality housing downtown? What kind of cultural and recreational opportunities will be available for residents and tourists?

The answers to these questions are not easy, yet over the last year, hundreds of residents have come forward to craft a collective vision for the future of Juneau as the Capital City. Overall guidance for the project came from the Assembly Strategic Policy Committee (ASPC) and civic leaders. The specific vision topics, the visions themselves, and the action steps to carry the visions forward emerged from the citizen workshops and focus groups.

Certain themes repeatedly surfaced as the participants began to explore the opportunities and challenges facing Juneau today and in the future. A vision statement was created for each of the themes to guide Juneau as the Capital City into a future preferred vision. The vision statements for each theme follow:

Juneau as the Capital City. *Juneau -- Alaska's Capital City, a welcoming community that fosters participation in the democratic process and is accessible to all Alaskans. Citizens from across Alaska actively participate in state government, through advances in aviation and road-ferry connections, and a variety of interactive technologies. An enhanced capital campus complements downtown's historic heritage, narrow streets, and spectacular setting between mountains and water.*

Housing. *Juneau has a diverse, yet integrated range of housing types that encourages a broad spectrum of people to live and work downtown. Juneau is a place where a culturally and economically diverse population lives, works and plays. Historic homes and buildings are valued and preserved. Historic neighborhoods are protected for the benefit of both resident and visitor. Seasonal housing is available within walking distance of the capital complex.*

Pedestrian Access and Movement. *Downtown Juneau will have a flexible, pedestrian-friendly transportation system that provides a vehicle-free downtown core area and ample pedestrian facilities. Pedestrian needs will be coordinated with mass transit and private transportation, integrating pedestrian/motorized/ non-motorized vehicles. Parking will be placed at the perimeter of the core area to maximize pedestrian access; and an integrated series of trails and walkways will be*

developed to give pedestrians, bikers, and skiers unprecedented access to all of downtown and the surrounding areas. Pedestrian amenities will provide safe, four-season, well maintained pedestrian access.

Transit. *Downtown Juneau is part of a community-wide, integrated transportation system which includes forms of mass transit, such as light rail, designed to minimize automobile dependence. This expandable transit system will accommodate all types of local travel needs between home, work, schools, shopping, and other activities. The public will be engaged in developing creative yet feasible solutions for an integrated public transportation system.*

Parking. *The parking problem that vexed downtown in the 1990's will be largely resolved by 2020. Much of downtown's seasonal traffic congestion will also be reduced. The community will use a combination of solutions, including better land use planning and regulations, incentives such as carpooling and incorporating parking into new office complexes, development of peripheral parking linked to transit improvements, and balancing the needs of motorists and pedestrians.*

Education, Youth, Arts, and Culture. *Juneau is a supportive community that works together to play, cultivate art, and learn in an atmosphere of celebration and acceptance of diversity of ideas and cultures. It is a community that dedicates*

space and resources to that end. It is a community that values its youth, and is held accountable for its visions regarding the needs and aspirations of its youth. Juneau is willing to lead in the area of technological changes, applications and accessibility in the educational process, and produces the best trained students in the world. The school system and the town take full advantage of the opportunities of the Information Age.

Waterfront and Harbors. The waterfront and adjacent waterway is a diverse area that accommodates and incorporates a variety of interests, including recreational, tourist, fisheries, commercial, government, and residential uses. It features generous public gathering spaces and uninterrupted public access along, as well as to and from, the waterfront. The landscape and architecture of Juneau's waterfront maintains the natural, historical, cultural and aesthetic values of the area, and the sweeping and historic views both to and from Gastineau Channel.

Tourism and Visitors. Juneau supports a year-round and diversified visitor industry that residents can be proud of. Visitors feel that their experience in Juneau is culturally and historically unique and want to return. Benefits and impacts of tourism are spread throughout the community. Although the majority of visitors will still arrive during summer, the industry will be fully diversified into a year-round calendar of events and activities. Residents continue to be known for their hospitality

and friendliness. Government, business and citizens cooperate in evaluating and developing the industry. The visitor industry enhances the livability and viability of downtown Juneau.

Balancing Nature and Development.

Economic development is balanced with nature and quality of life. Juneau encourages and fosters sustainable value-added, non-polluting economic development which sustains or increases neighborhood living, natural settings, recreation opportunities. The balance between nature and development will preserve a unique Alaska / Southeast character, provide for a peaceful and safe environment, and a mix of opportunities for local residents.

Livability and Quality of Life. Juneau is a model northern Capital City, linked to other northern cities worldwide and celebrating a strong sense of community and cultural diversity. Citizens have equal access and participate in making decisions for their community, and will continue to work together to create the opportunities and maintain the values that make Juneau a special place to work and live.

Economic Vitality of Downtown Juneau. The downtown business community provides a range of basic goods and services, restaurants, entertainment and lodging, which are appreciated by residents and visitors alike. Business owners take pride in their friendly service, and work hard to maintain the aesthetic beauty and unique historic

character of Downtown. A diverse economy based on partnerships between government and private industry provides ample economic opportunities.

An Action Plan was also developed for each vision topic. In addition, to identify specific steps that could be taken to consciously work toward the vision, the action plan suggests potential partnerships between public and private groups to help implement each item.

The Juneau 20/20 Vision and associated action steps are the first steps in shaping the future of Downtown. The power of visioning results not only from the community seizing the opportunity to plan for the future, but from continuing to work together today, tomorrow, and in 2020 to achieve that preferred vision.

Dr. Seuss tells us in Oh the Places You'll Go!:

"You have brains in your head
you have feet in your shoes
You can steer yourself
in any direction you chose."

PARTICIPANTS

**City-Borough Assembly Strategic
Policy Committee****Focus Groups: September 11-13,
1996*****Juneau Residents***

Karen Crane

Ramona Green

Jim King

Paul Mitchell

Anthony Newman

Tahitia Orr

Cindy Stevens

Virginia Stonkus

Government

Nancy Cashen

Norman Gorsuch

Steven Hamilton

Garrith McLean

Jim Potdevin

Chrystal Smith

Linda Snow

Business Community

Bruce Abel

William Bauer

Stuart Cohen

Ron Flint

Sharon Kelly

Neil MacKinnon

Peggy Ann McConnochie

Charles Northrip

Scott Spickler

Visitor Industry

Kenneth Bechtel

Susan Bell

Jack Cadigan

Dennis Erisman

Nora Laughlin

Paulette Simpson

Steve Torok

Penny Tripp

Dot Wilson

Waterfront, Ports & Harbors

George Capacci

Joe Graham

Glenn Gray

Mary Hicks

Byron Mallott

Janis Rountree

Budd Simpson

Chris Stockard

Education, Culture & Entertainment

Ingrid Hein

Patricia Macklin

John McConnochie

Peter McDowell

Edith McHenry

Robert Tonkin

Murray Walsh

Brenda Willis-Bruce

Infrastructure

Peter Bibb

Odin Brudie

Charles Gasperek

Steve Landvik

Douglas Larson

Bill Leighty

Elliot Lipson

Deborah Marshall

Ernie Mueller

**Public Workshop: September 14,
1996**

Bill Bauer

Ken Bechtel

Gail Bills

Kristen Bomengen

Bruce Botelho

Odin Brudie

Jack Cadigan

George Capacci

Nancy Cashen

Elizabeth Chesnut

Joe Cladouhos

Pat Clasby

Bruce Conant

Karen Crane

Dennis Egan

Jessica Etheridge

Ron Flint

Lee Foster

Andrew Fritz

Beth Galea
Samanna Geissinger
Tom Gemmell
Gary Gillette
David Gordon
Norman Gorsuch
Joe Graham
Glenn Gray
Ramona Green
Clark Gruening
Rosemary Hagevig
Judy Hall
Dennis Harris
Kim Metcalfe Helmar
Mo Hicks
Ben Kerttula
Jim King
James King
Mary Lou King
David Lachapelle
Gerald Landry
Doug Larson

Bill Leighty
Chris LeMasters
Elliot Lipson
Jan Maas
Patricia Macklin
Siobhan MacManus
Heather Marlow
Macky McClung
Peggy Ann McConnochie
Garrith McLean
Byron Mallott
Marianne Mills
Paul Mitchell
Tessa Muehllenhner
Matthew Myers
Eileen Nally
Tom Neubauer
Tony Newman
Tahitia Orr
Larry Parker
Joe Parnell
Dwight Perkins

Jim Powell
Frances Preston
Heidi Price
Ed Riggs
Janis Rountree
Steve Shows
Laurie Sica
Paulette Simpson
Budd Simpson
Chrystal Smith
Linda J. Snow
Cindy Stevens
Chris Stockard
Dick Stokes
Virginia Stonkus
NoraAnn Toner
Joyce Waldman
Murray Walsh
Nancy Waterman
John Westbrook
Dot Wilson
Patricia Wintyr

Bob Woolf

Students

Jessica Etheridge

Mr. Lehnhart's 3rd and 4th Period
Classes

Mrs. Crosby's 3rd Period Class

Project 2000 3rd Period Class

Video Taping

Tony Armlin

Participants in December 9, 1996

Public Workshop

Milt Barker

Susan Bell

Aaron Brakel

Don Burford

Jack Cadigan

Nancy Cashen

Bruce Conant

Cathy Cuenin

Sybil Davis

Mike Dilger

John Dunker

Jessica Etheridge

Dick Farnell	Peter McDowell	Robert Tonkin	Jeffrey Wilson
Wyatt Fournier	Chuck Meacham	Steve Torok	Tony Newman
Beth Galea	Christopher Merti	Mary Ann VandeCastle	Infrastructure
Tom Garrett	Lance Miller	Peter Van Tamelen	Elliot Lipson
Tom Gemmell	Marianne Mills	Murray Walsh	Craig Tolman
Glenn Gray	Dick Myren	Nancy Waterman	Joe Sonneman
Tara Harben	Nita Nettleton	Marc Wheeler	Bruce Conant
Dennis Harris	Tony Newman	Anthony Williams	John Roxburgh
Karla Hart	Charles Northrip	Sara Willsin	Marianne Mills
Ingrid Hein	Dana Owen	Jim and Dot Wilson	Doug Woodby
Kim Metcalfe Helmar	Benthe Posthumus	Jeff Wilson	Milt Barker
Frederick Hoskinson	Heidi Price	Jeremy Wood	MaryAnn VandeCastle
Terry Hoskinson	Joe Quarto	Doug Woodby	Visitor Industry
Lynn Humphrey	Natalee Rothaus	Travis Zangis	Steve Torok
Justin Kato	John P. Roxburgh	Public Workshop Participants in Reconvened Focus Groups	Susan Bell
John Kern	Judy Sherburne	<u>December 9, 1996</u>	Kim Metcalfe Helmar
Ralph Kibby	Laurie Sica	Juneau Residents	Jack Cadigan
Jim and Mary Lou King	Paul Sincin	Cindy Stevens	Marc Wheeler
Bill Leighty	Joe Sonneman	Bill Leighty	Anthony Williams
Elliot Lipson	Cindy Stevens	Frederick Hoskinson	Dot Wilson
Cliff Lobaugh	Chip Thoma	Jim King	Dick Farnell
Heather Marlow	Craig Tolman	Aaron Brakel	Dennis Harris

Business Community

Charles Northrip

Heidi Price

Nancy Waterman

Donald Burford

Sara Willsin

Jim Powell

Government

Nancy Cashen

Joe Sonneman

Mary Lou King

Ralph Kibby

Dana Owen

Mike Dilger

Waterfront, Ports, and Harbors

Jim Wilson

Christopher Mertl

Benthe Posthumus

Judy Sherburne

Tom Gemmell

Chuck Meacham

Rosemary Hagevig

Paul Sincic

Glenn Gray

Education, Culture and Entertainment

Cathy Cuenin

John Dunker

Murray Walsh

Ingrid Hein

Peter Van Tamelen

Natalee Rothaus

Sybil Davis

Joe Quarto

Robert Tonkin

Jessica Etheridge

Peter McDowell

CBJ Assembly & Planning Commission Committee of the Whole

December 11, 1996

Assembly Members

Mayor Dennis Egan

Tom Garrett

Rosemary Hagevig

Ralph Kibby

Cathy Munoz

Dwight Perkins

Planning Commission Members

Mike Bavard

Kristen Bomengen

Georgia Skannes

Steve Sorenson

Sandy Williams

Public Comment Letters

November 26, 1996 to January 10, 1997

Letters and Workbooks

Odin Brudie

Nancy Cashen

Bruce Conant

Judy Crondahl

Ruth Danner

Jim Demers, Treasurer Alaska Folk Festival

Cory Dutton

Dick Farnell

Tom Gallagher

Judy Hall

Jim King

Christopher Mertl, Jensen Douglas Architects

Richard T. Myren

Peter Neyhart

Julie Penn

Steven Planchon, Executive Director, AK Mental Health Trust Land Office

Mary Rubadeau, Superintendent, Juneau School District

Paul Sincic

Joe Sonneman

Dick Stokes

Marijo Toner, Executive Director, Juneau Chamber of Commerce

Robert B. Tonkin

Anthony Williams

Dorothy S. Wilson

Jim Wilson

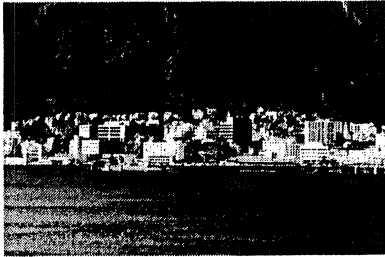
Postcard Survey Organized by J. Sonneman

Carol Anderson

Estelle Bentley

Gail Bills	N. Martin	Nita Netteon
Steve Bradford	Wilma Moen	Heather Marlow
Aaron Brakel	Randall Moen	Gary Gillette
Page Bridges	Susan Oshida	Sev Jones
Judy Crondahl	David Ottoson	Rob Steedle
Evelyn Cushing	Ronald P. Reed	Wende Wilber
Carl Dutton	Carl Schrader	Tess Muehllehner
Paul Emerson	Sue Schrader	Laurie Sica
Elton Engstrom	Jeff Sloss	Ami Heinberg
Robert Franquiz	Joe Sonneman	Cheryl Jebe
Dan Hays	Larry Stevens	Marianne Mills
Trish Hays	Martha Stevens	Dot Wildosn
Lisle Hebert	Sean Strauss	Cheryl Easterwood
Bill Heuman	Margo Waring	Steve Shouts
Myra Howe	S. H. Warner	Penny Kohler
M. Knuth	Wayne Wilson	John Kern
Ethan Knuthson	Facilitators and Recorders	Visual Note Taking
Gladi Kulp	Beth Galea	Chris Mertl
Stone Love	Leslie Howell	
Linde Lusk	Chris LeMasters	
CAM	Eileen Nally	
Sharon Malaby	Tom Korosei	

JUNEAU IS...



Scott Williams 1993

Proud to be the Capital of Alaska and puts a great deal of effort into making the capital accessible to all Alaskans



A friendly community, rich in history and cultural diversity with gold mining roots and a strong Native Alaskan tradition



Alaska State Library

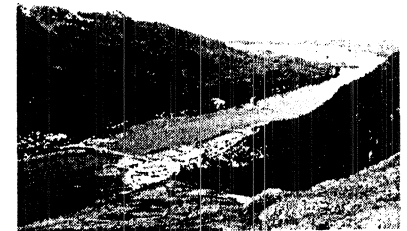


Scott Williams 1993

A stunning natural Alaskan environment ("it's like living in a postcard..."), with Juneau nestled between the mountains and ocean

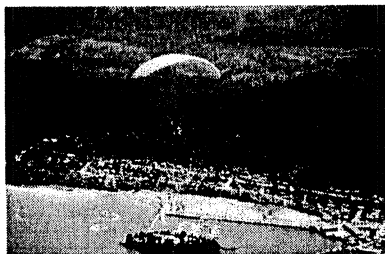


Economically diverse, with employment in state government, tourism, fisheries, mining, and retail



Joan Lott

A place to run into acquaintances and talk to people you know, adding to the sense of community



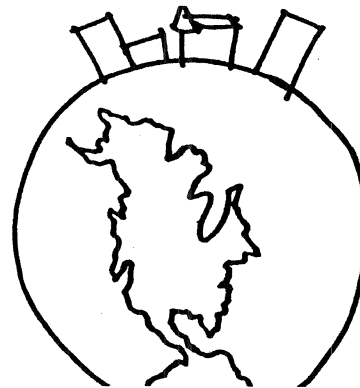
Bill Zentner 1997

A place where people work to make the community better:
there is pride in public and private investment

JUNEAU RESIDENTS ENVISION THAT DOWNTOWN WILL...

- ❖ Be a world-class state capital accessible to all Alaskans, with a consolidated Capital Campus, convenient links to the rest of the state, and creative use of interactive technology. The Capital contributes to the economy and quality of life throughout the community.
- ❖ Be a wonderful place to live and raise families. Juneau has a diverse yet integrated range of housing types that encourages a broad spectrum of people to live and work downtown.
- ❖ Offer a wide variety of businesses and services to meet the needs of both residents and visitors alike. A diverse economy based on partnerships between government and private industry will provide ample economic opportunities.
- ❖ Have a flexible, pedestrian-friendly transportation system. Pedestrians will have unprecedented access through a series of trails and pathways, such as the Juneau Seawalk and along Gold Creek.

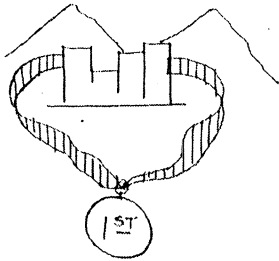
- ❖ Enjoy a community-wide, integrated transportation system designed to minimize automobile dependence and accommodate all types of commuter needs.
- ❖ Maximize existing parking opportunities, and creatively develop additional parking which does not adversely impact land resources. Much of the traffic congestion of the 1990's will be reduced.



- ❖ Be a supportive community that values education and the arts, is fully wired into the Information Age, and works together in an atmosphere of celebration and acceptance.
- ❖ Thoughtfully develop its harbor and waterfront, with an emphasis on public access and a balanced mix of uses, including recreation, tourism, fisheries, commercial, government, and residential uses.
- ❖ Have a year-round, diversified visitor industry that is the pride of all residents.
- ❖ Achieve a sustainable balance with economic development in a natural environment.
- ❖ Be a model northern Capital City linked to other northern cities worldwide, and celebrate a strong sense of community with physical access to all.
- ❖ Be a community that is an example of Alaska spirit, working together to balance economic development, the natural environment, and quality of life.

INTRODUCTION

Over the past year, Juneau residents have come forward with their ideas and their visions for the future of downtown Juneau. People have passionately praised downtown's strengths, and



candidly described its limitations.

There is no shortage of ideas for the future, and many common themes have emerged from these discussions.

Residents are working together to craft their vision for downtown, as well as preparing action plans to bring their desired future to a reality.

This final report results from a public process to prepare a vision for the future of downtown Juneau. The report presents vision statements for downtown Juneau; a description of downtown characteristics, trends, and issues; and proposed action plans for attaining the visions for downtown. At this point, many action steps represent a start, but their direction and scale allow the City and Borough of Juneau and its decision-makers, downtown residents, and the business community to work cooperatively and take responsibility for making the vision of downtown happen.

There are numerous uses of the community's visioning effort. It communicates the pride that Juneau takes in being the capital of Alaska and the effort the community puts forth in support of an efficient, accessible and functioning capital city. It builds upon the Alaskan values that make downtown Juneau a dynamic and rewarding place to live and do business. It points the way toward building a strong economy and supportive business climate that is crucial to the vitality of the community. And finally, it involves and incorporates the vision of Juneau's young people, and provides a means of influencing the future of their town. In essence, this vision is an example of what a community can dream to accomplish by working together.

Purpose of This Project

The Capital City Vision Project is intended to portray how Juneau might appear in the future if a variety of physical and managerial improvements are made to improve and enhance Juneau's ability to serve as the capital city of Alaska. The initial project description stated that "...before specific directions [for a Vision Statement] can be agreed upon, a set of basic concepts must be established for how the downtown area should function and how it should feel." The general philosophy for downtown is that it should be developed and managed to serve six interlocking functions:

- * State government, all three branches, and the federal and local governments;
- * Residents, short and long-term;
- * Visitor industry: business, government and recreation;
- * Business sector, including downtown and area-wide retail, legal, financial and other services;
- * Recreational activities and services for residents and visitors; and
- * Port and harbor functions serving a variety of maritime activities.

This project was conceived by CBJ as a method of bringing together a myriad of ideas, plans, studies, and reports for downtown's future. The Assembly's Strategic Policy Committee (ASPC) strongly believes that common ground can be found to create an inspiring, yet practical guide for the future development of downtown. A strong and vibrant downtown is essential for the economic well-being of the community and the quality of life desired by Juneau's residents and visitors.

Visioning for Downtown Juneau

Downtown Juneau is the heart of the community. This compact and colorful area provides Alaska's capital campus, including the capitol building and

major state office buildings, a number of historic residential neighborhoods, a burgeoning tourist industry with a wide variety of visitor-oriented facilities and activities, the waterfront, and a traditional retail/service center of the community. Downtown is surrounded by one of the most spectacular foregrounds (Gastineau Channel) and backdrops (Mt. Juneau and Mt. Roberts) of any city in the nation.

Downtown Juneau is also a state of mind. Larry Beck, the Alaskan historian and storyteller, captured Juneau's sense of place in 1976 when he said:

*Juneau is not a location
-- it is a state of mind --
it is
sunrises, sunsets
the sound of a float plane
icy Taku winds
steep streets and stairways
spectacular scenery
rain
old mining ruins
deep snow and tire chains
the cry of 1,000 seagulls
small boats - ferry boats
and faith in the future.*

Alaska State Library, Alaska Historic Photo Collection

Where is downtown Juneau headed in the future? What will downtown be like in the year 2020? Will it be the functioning, vibrant seat of responsible and good state government? Will it be a highly sought after location to live and raise children? Will visitors be able to touch and experience the history of the founding days, now well over a century past? Will residents and visitors be able to move about without unnecessary congestion and parking problems? Will the economy offer rewarding opportunities for all segments of the work force? Will diversity and tradition be valued and nurtured?

Or will the community continue to face divisive and expensive attempts to move the capital to South Central Alaska? Will "capital creep" erode the ability of downtown to provide the services of a functioning state Capital? Will changes in market pressures, land use or regulations reduce or eliminate the ability of folks to live downtown? Will summer cruise visitors overwhelm the town's resources and goodwill? Will economic realities lead to a decline in opportunities and in the quality of life for the area?

The answers to these questions are partially within the community's grasp and control. While no community can predict the future, those communities which have a clear and articulated vision of "where they want to go" -- how they want their downtown to look -- how their town center should function -- stand a far better chance of

achieving their goals, than do other cities who merely pass the time en route to the future.

Visions are powerful tools. They can unite a community around a common cause. They can unite a state around a city's cause. Joel Barker, noted business trainer, writes:

*Vision without action
is merely a dream....
Action without vision
merely passes the time...
Vision with action
can change the world.*

Creating the Vision

The task is to create a vision and action plan that articulates what we want the future of downtown Juneau to be. The vision must address the specifics of the Capital Complex if Juneau is to be effective in providing the best possible capital city for all Alaskans. The vision must also address quality of life issues and sense of place.

What are Vision Statements, and how do you know if they are effective? Vision statements must be specific to downtown Juneau. They need

to invoke a sense of place; generic sentiment will not do. They must be inspiring and imaginative, yet realistic and achievable. The statements must resonate with their intended audiences. They must pull people together towards achieving common goals, while reducing divisiveness. This is particularly challenging for Juneau, since the audience is not only local, but statewide. Vision Statements should be tied to a number of action plans, so that you know if you're making progress or not. And most important, they must be created by the public.

Vision statements should include a reasonable time frame, usually 10 to 25 years into the future. Many vision programs aim for 20 years; a time span that lends itself to imagination and creativity, but which is not too distant as to be unattainable. The Capital City Vision Project chose the year 2020, 23 years hence, as the target date.

Although overall guidance for the project came with the Assembly Strategic Policy Committee (ASPC) and civic leaders, the specific vision topics, the visions and the action steps emerged from a citizen participation process. This process began with ASPC and consulting team meetings in late spring and moved into high gear early in the summer of 1996.

1. **Formation of Focus Groups.** CBJ invited residents to participate in one of seven focus groups. Focus group topics

were designated by the ASPC, based on their understanding of the most pressing and important issues facing downtown. The focus groups were:

- ✧ Infrastructure
- ✧ Government
- ✧ Education, Culture, and Entertainment
- ✧ Visitor Industry
- ✧ Business Community
- ✧ Juneau Residents
- ✧ Waterfront, Ports and Harbors

2. **Focus Group Workshops.** On September 11 through 13, 1996, each focus group was guided through three hours of facilitated exercises designed to identify the key issues that should be addressed by the Capital City Vision Project. Exercises included:

Prouds: Participants listed what they were most proud of about downtown Juneau. What did they value or cherish about downtown? What works really well?

Regrets: Focus group members then listed what they were sorry about downtown; what they regretted. What's been lost over the years? What's gone wrong?

Trends: From their vantage point as experts on a particular topic, what are the trends for downtown? What did they see

happening to downtown over the next 20 years or more, if no action is taken. These could be positive or negative forecasts.

Major Issues: Based on the above information, each focus group identified a series of important issues which are included in "More Thoughts on the Subject". They then picked their top five issues to be addressed by vision statements and action plans.

3. **Identifying Common Themes.** The consulting team then compared the top five issues from each of the seven focus groups.



Several common themes emerged as issues for the vision statements. These are:

- ✧ Juneau as the Capital
- ✧ Housing
- ✧ Pedestrian Access and Movement
- ✧ Public Transit
- ✧ Parking
- ✧ Education, Youth, Arts, and Culture
- ✧ Waterfront and Harbors
- ✧ Tourism and Visitors
- ✧ Balancing Nature and Development
- ✧ Economic Vitality of Downtown Juneau

4. **First Public Workshop.** A day-long workshop was held at Centennial Hall on Saturday, September 14, 1996. About 125 people participated throughout the day. A panel of past and present mayors of Juneau provided an important historic backdrop and setting for downtown's development. Each focus group, which had met September 11-13, reported to the entire session the results of their deliberations. The major issues from each group were then compared, and the public was offered an opportunity to comment on the results. During this session, an additional vision theme was added:

* **Livability and Quality of Life**

During the afternoon, the public gathered in smaller groups established for each of the vision themes. Assisted by a facilitator, recorder, and visual note taker, each group crafted a vision and a series of action steps. Participants brainstormed and suggested short-term (within one year), mid-term (one to five years), and long-term (more than five years) actions to help attain each of the vision statements. At that time, no constraints were placed on participants to consider the practicality or feasibility of any action items suggested. The groups then reported back to the entire session.

Workshop participants recognized that many of these topics are interlocking or interrelated. For example, a successful capital function must address issues associated with housing, parking, transportation access, as well as a more integrated new capital campus. A vibrant and attractive capital will benefit from thriving historic residences and businesses, a functional waterfront, and tourism with dignity. The future of downtown Juneau lies with successfully accommodating capital, residential, commercial, waterfront, cultural and visitor/tourism functions.

5. **Draft Vision Report.** The consulting team prepared a draft report, based on public involvement to date. For each vision theme, two *Visions* were presented -- the statement prepared by the public during the September 14th workshop and a second statement based on the consultant's interpretation of all the ideas generated during the focus group sessions and the public workshop.

The vision was compared with the **Participant Perspective**, which summarizes several Prouds, Regrets, and Trends generated by the focus groups. Some of the focus group comments best

describe the values that contribute to both a strong residential community and Capital City (e.g., how downtown Juneau is a friendly, intimate, historic and dynamic place). Others describe weaknesses of the downtown community as a whole (e.g., "us versus them" conflicts, NIMBY, and increasing focus on money rather than quality). Some observations don't lend themselves to a single vision topic and are included throughout the report.

Finally, the draft report provided an **Action Plan** for each vision topic. The action tables in the draft report came directly from the September 14th public workshop input.

In reporting these action items, the planning team (in consultation with the Assembly Strategic Policy Committee) went further and suggested potential partnerships of public and private groups responsible for implementing each item. In the draft report, the **Status** was

identified for actions already underway. The **Cost** implications of each of these actions will need to be considered at some point in the future; limitless funds are not available to choose and implement actions.

6. **Second Public Workshop and Community Review.** The draft Vision Report was released in late November



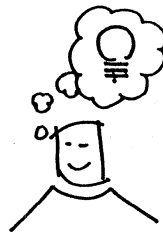
1996 for a six week review period. A second round of public meetings was held on December 9 and 11, 1996 to review this draft vision and work together to suggest improvements to the vision. About 85 people participated in a December 9 public workshop. On December 11, the consulting team presented the draft Vision Report to a joint meeting of the Assembly and the Planning Commission for their consideration and comment. For those who were unable to attend the public meetings, written comments on the draft report were accepted through January 10, 1997. Approximately 25 comments were received.

7. **Juneau-Douglas High School Phoenix Program Vision.** Several high school students participated in the two rounds of public workshops. In addition, Jessica Etheridge, a senior in the Juneau-Douglas High School Phoenix program, organized a strategic vision session with approximately 100 high school students from four classes subdivided into review and reporting teams (Appendix A). The students developed their own Prouds, Regrets, and Short-, Mid- and Long-Term Goals which are noted under appropriate vision themes with major issues shown in "More Thoughts on the Subject".

8. **Municipal Staff Review.** As part of the review of the draft Vision Report, CBJ staff reviewed the Action Plans and provided comments on the responsibility and status of action items. In many cases, the review indicated that actions suggested are already underway or planned. This information is incorporated into the Action Plans.
9. **Final Vision Report.** Based on public comments, municipal staff information, and direction from the ASPC, the final vision report was prepared. The final report incorporates a single vision statement for each topic, and makes additional use of focus group results and the Juneau-Douglas High School student review. The action items for each vision topic are grouped under several subheadings for better organization.

Following through on the Vision

Many of the focus groups and public workshop participants expressed appreciation of the City and Borough of Juneau for initiating this visioning process. They appreciated the opportunity to participate in the process and address downtown community needs and solutions ("*...possibly the start of a positive trend in civic participation*").



The next crucial step to the vision process is "follow-through." Establishing a vision succeeds when people work together and take responsibility for follow through on actions. A future step in implementing this vision project could be to convene interested members of the public, state and local agencies, and the private sector to evaluate, set priorities for, and implement the action items. A vision fails when people enjoy the vision exercise, but view it as a one-time event and return to "business as usual." With commitment, creativity, hard work, and periodic meetings to measure progress, the community of downtown Juneau can attain the visions it sets forth in this plan.



JUNEAU AS THE CAPITAL CITY

Juneau . . . Alaska's Capital City, a welcoming community that fosters participation in the democratic process, is accessible to all Alaskans. Citizens from across Alaska actively participate in state government, through advances in aviation and road-ferry connections, and a variety of interactive technologies. An enhanced Capital Campus complements downtown's historic heritage, narrow streets, and

baskets and landscaping. The State Office Building is open to the public, and continued development of the Capital Campus should continue with themes of openness and accessibility. Residential areas and historic neighborhoods surround the downtown business core. The South Franklin Street area has been renovated over the past decade and has become the center for a vibrant cruise ship embarkation point. Marine Park symbolizes the public's strong desire to protect the city's waterfront.

Regrets -- Juneau's future as the Capital City is periodically jeopardized by political efforts to relocate the seat of state government to South Central Alaska. Major efforts to move the Capital took place in the late 1970's and early 1980's with a similar effort waged in the early 1990's. These efforts are divisive for the state and create considerable uncertainty for Juneau's future. Although considerable investments in telecommunications, transportation, and housing have been made by the community of Juneau, many Alaskans feel the Capital remains isolated,

discouraging involvement with the legislature. There is concern that the Capital is creeping off to Anchorage, one job at a time. Housing has been typically difficult to find during the legislative

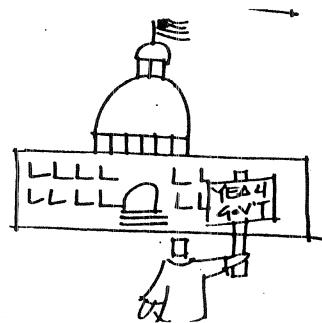
session for many politicians and staff. Juneau doesn't have much architecture that makes the Capital "stand out". In the past, the State has often pursued low-bid construction, rather than invest in quality architecture.

Trends -- Without a pro-active plan, many believe the downtown government center will continue to erode "one position at a time" to the Anchorage area. Also, the dispersion of many state offices away from downtown will make it difficult to effectively provide quality customer service. Planning would help create an integrated capital campus that works and functions well with the rest of downtown. Planning has been fragmented, and quality architecture is often lacking. The Capital lacks a gateway that makes it look like a state capital. Although Juneau strongly prefers to have the State assume its appropriate share of capital planning, politics suggest that Juneau may have to be prepared to provide more than its share of facilities and resources to support the Capital.

The Participant Perspective

Participants' comments and perceptions are presented, and may not accurately reflect current conditions.

Prouds -- Downtown Juneau has successfully maintained a sense of tradition and place. The core area continues to be a working, functioning, user-friendly community. Downtown has been enhanced over the past ten years, with sidewalk widenings, awnings, flower



More Thoughts on the Subject

The seven focus groups, meeting on September 11 through 13, 1996, also raised the following issues related to Juneau as a Capital City:

Infrastructure: Overflowing government buildings, coordinate [construction of new buildings with use] with CBJ lands

Government: Engage the State as a functioning planning partner, assisting with investment, coordination needed for state capital; create a systematic action plan and then develop Capital Campus; quality and availability of suitable Legislative housing.

Education, Culture, and Entertainment: If Juneau does not plan for the future, someone else will do it (establish public-private partnerships, plan for downtown, plan for external factors, develop action plans and follow through).

Visitor Industry: Increase accessibility to and around Juneau (improving access to the airport, road connection to new areas in Juneau, a second Channel crossing); Legislative housing; Capitol building/complex.

Business Community: New state Capitol building; keep Capital in Juneau.

Residents: Keep Juneau as the Capital City; housing; clean and affordable, legislative temporary housing.

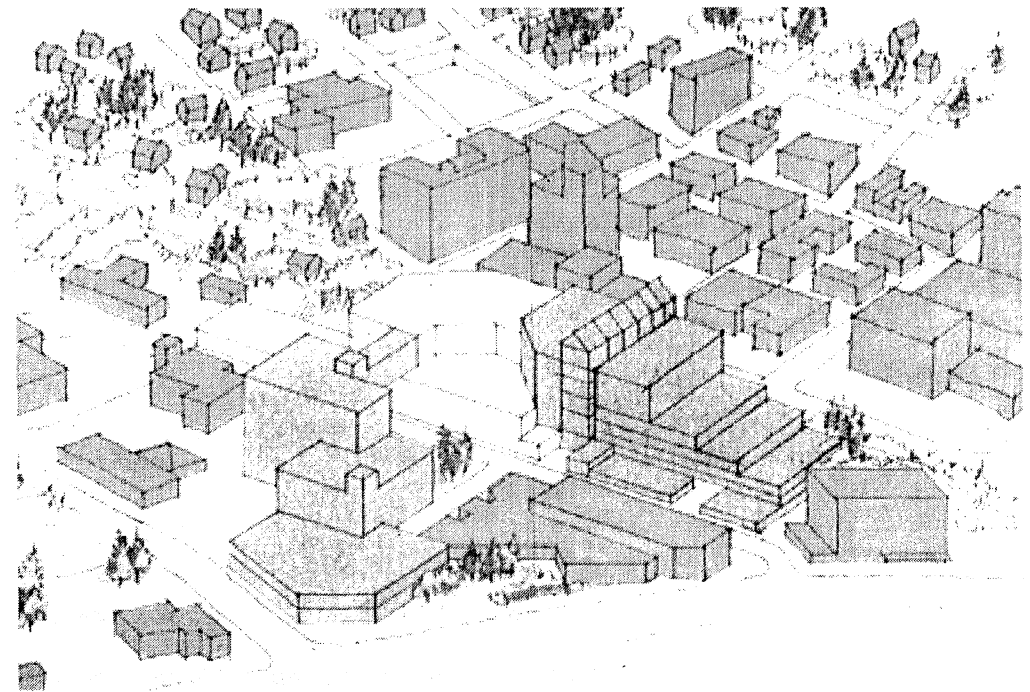
Waterfront, Ports, and Harbors: No Capital issues identified.

About 100 Juneau-Douglas High School students reviewed the draft vision in November, 1996 and raised the following issues:

Students: State offices are spread out; more access to Legislature; lack of architecture, housing, and parking; crowded.

Action Plans

Participants identified the following Short-, Mid-, and Long-Term Actions that could be explored as ways to strengthen the positive attributes of downtown Juneau and address the challenges to achieve the 20 / 20 Vision.



One vision of an enhanced capital campus

Juneau as the Capital City: SHORT-TERM ACTION PLAN (Within One Year)

Action	Comments and Responsibility	Cost	Status
Planning			
Adopt Juneau's draft Comprehensive Plan	The City & Borough of Juneau Comprehensive Plan endorses a cooperative effort to work with the State of Alaska to "...plan for and support development of an attractive setting, facilities, and other services to enhance the state Capital." Responsibility: CBJ Planning Commission, CBJ Assembly.		The revision to the CBJ Comprehensive Plan was completed and became effective on 12/13/96.
Prepare a plan for the Capital Campus	Define the physical boundaries of the state capital planning area, and prepare a master plan for the long-term development of the Capital Campus. A new capitol building or state office complex could be considered for public land on Telephone Hill or elsewhere in the downtown core. State capital planning needs statewide process to be effective. Responsibility: Alaska Legislature, Office of the Governor, CBJ Planning Commission, CBJ Assembly.		Overall State capital planning is not currently underway.
Prepare a plan to improve physical access between state office buildings	The capital complex must complement the rest of downtown. A set of sheltered walkways and/or sky bridges would help pedestrians during rainy and inclement weather. Responsibility: CBJ Planning Commission, CBJ Assembly, ADOT&PF, Alaska Legislature (funding).		No current efforts underway.

Information/Communication Improvements

Place signs on all state buildings to identify their purpose	Not all state buildings are properly identified on the exterior for visitors. A listing of major agencies and functions would be helpful. Responsibility: AK Dept. of Administration, in concert with the Juneau Convention & Visitors Bureau, and Alaska Committee.		
--	--	--	--

Airport (Information/Communication) Improvements

Make airport and ferry terminals user friendly	The current Juneau Airport Master Plan study is focused primarily on airport infrastructure and facilities rather than the terminal. Responsibility: CBJ Assembly, Alaska Marine Highway System, ADOT&PF.		CBJ requested that ADOT&PF construct visitor kiosks in the 1997 Auke Bay Ferry Terminal upgrade. Better airport to downtown bus service is being studied as part of the <i>Capital Transit 5-year Development Plan</i> currently underway.
--	---	--	--

Juneau as the Capital City: MID-TERM ACTION PLAN (One to Five Years)

Action	Comments and Responsibility	Cost	Status
Information/Communication Improvements			
Add a Constituent Room in the Capitol Building for communication, relaxation, work, and food.	Facilities should be comfortable and include telephones, fax machines, computers, printer, couches and a small café. Responsibility: AK Dept. of Administration, in concert with the JCVB and Alaska Committee.		JCVB prints 50,000 copies of a <i>Constituent Guide</i> with information about Juneau services. No current facility planning effort is underway. In past years, JCVB offered use of an office at the Davis Log Cabin on an ad hoc basis.
Extend <i>Gavel-to-Gavel</i> year- round, covering Legislature, Executive and Judicial branches.	Providing better access to the Capital City would benefit all Alaskans. Responsibility: The Governor's Office, Legislative Affairs Agency, and others.	\$400K	CBJ currently funds \$200,000 of the total \$400,000 cost for session-only coverage.
Kiosks with Legislative information in all airport and ferry terminals statewide.	Providing information at airports and ferry terminals statewide would extend public outreach. Responsibility: ADOT&PF, in concert with the JCVB, Legislative Affairs Agency, and Alaska Committee		Public libraries have this type of legislative information.
Expand video-conferencing statewide.	Expanding communications with the Capital makes good sense and improves representative government. Responsibility: Governor's Office, Legislative Affairs Agency, and CBJ.		CBJ purchased some of the equipment for the video-conference sites at the Capitol building. Juneau sites are also available at UAS and the Permanent Fund Corporation. Governor's <i>Open Door</i> monthly video conference began 1/9/97.
Implement universal Internet access to government information.	Both the State and CBJ are "on-line" with Internet access. These efforts could be expanded and improved. Responsibility: Alaska Dept. of Administration, Lt. Governor's Office and CBJ.		Public libraries and State offices across the state have Internet capabilities.
Planning			
Develop identifiable "look" for new government structures.	The State and CBJ could form a partnership to ensure that new capital architecture complements the downtown and fits within an overall master plan for a Capital Complex. Responsibility: ADOT&PF in concert with CBJ, CBJ Design Review Board		No current planning underway.

Juneau as the Capital City: MID-TERM ACTION PLAN (One to Five Years)

Action	Comments and Responsibility	Cost	Status
<p>Develop viable housing for legislators, staff, lobbyists, constituents, etc.</p>	<p>Limited housing within walking distance of state offices and Capitol building is a continuing challenge for legislators and their staff. Strategies should be found to overcome this limitation in the downtown area.</p> <p>Responsibility: CBJ, the State of Alaska, Alaska Committee, and private landowners.</p>		<p>Underway. See action plans under Housing.</p>

Juneau as the Capital City: LONG-TERM ACTION PLAN (Five Years or More)

Action	Comments and Responsibility	Cost	Status
<p>Develop a complete Capital/ government Campus.</p>	<p>Completing a master plan for the government campus will take considerable time and resources. Elements of the plan could include a new Capitol building, additional state office buildings, public spaces and monuments, green space and landscaping, and an integrated design and transportation system to complement the rest of downtown Juneau. Responsibility: A partnership among CBJ, the State of Alaska, Alaska Committee, private business and the residents of Juneau.</p>		<p>No master planning for a government campus is currently underway.</p>

Juneau has a diverse yet integrated range of housing types that encourages a broad spectrum of people to live and work downtown. Juneau is a place where a culturally and economically diverse population lives, works, and plays. Historic homes and buildings are valued and preserved. Historic neighborhoods are protected for the benefit of both resident and visitor. Seasonal housing is available within walking distance of the Capital Complex.

The Participant Perspective

Participants' comments and perceptions are presented, and may not accurately reflect current conditions.

Prouds -- Juneau still enjoys a relatively stable residential population throughout much of the downtown core. Historic neighborhoods lie within walking distance of downtown offices and businesses. One resident described Juneau's intimacy as like living inside a fax machine; you can always walk outside and find someone to talk to and interact



with. The town feels safe and, as a result, encourages people to remain past retirement age. Downtown is described as "cosmopolitan" and "European." People are always there to call or help: "The town is not stressful; is easily accessible, gentle and funky."

Regrets -- On the other hand, downtown has lost population while other parts of the City and Borough have been developed for residential use. A number of downtown apartments have been converted into businesses which reduced opportunities for living downtown. Many residents believe downtown is too crowded during the summer with cruise ship passengers and too empty during the winter. The waterfront parking garage is cited as an idea that was not well thought-out, although somewhat ameliorated by the wonderful public library built on the top floor. More legislators and seasonal workers used to be able to live downtown in close proximity to work.

Trends -- Focus groups are both optimistic and concerned about downtown's future. Some feel the community will come together to solve its problems. Others point to zoning regulations which have encouraged the conversion of residences into businesses, lowering the number of downtown living opportunities. Many see the "Disneyfication" of downtown, and worry that Juneau is becoming a theme park for tourists. Some are concerned that market forces and land

costs will continue to move offices into downtown neighborhoods.

More Thoughts on the Subject

The seven focus groups, meeting on September 11 through 13, 1996, raised the following issues related to housing:

Infrastructure: Need for low-income housing downtown.

Government: Housing (prices, supply, availability); quality and availability of suitable. Legislative housing.

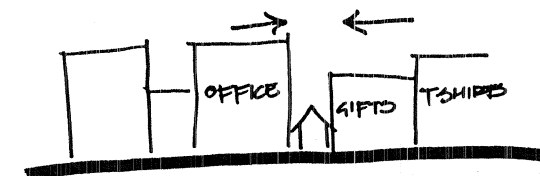
Education, Culture, and Entertainment: Housing (increase availability, maintain quality).

Visitor Industry: Legislative housing.

Business Community: More residences needed downtown.

Residents: Housing: clean and affordable; temporary legislative housing; avoid pricing residents out of downtown.

Waterfront, Ports, and Harbors: No housing issues were identified.



About 100 Juneau-Douglas High School students reviewed the draft vision in November, 1996, and raised the following issues:

Students: Poorly designed; need housing for the homeless; need affordable small efficiency apartments; develop float housing; low income housing too clustered, needs to be spread out; provide child care near housing.



One vision for housing that encourages people to live and work downtown.

Action Plans

Participants identified the following Short-, Mid-, and Long-Term Actions that could be explored as ways to strengthen the positive attributes of downtown Juneau and address the challenges to achieve the 20 / 20 Vision.

Housing: SHORT-TERM ACTION PLAN (Within One Year)

Action	Comments and Responsibility	Cost	Status
Planning			
Designate downtown locations suitable for higher density housing.	Higher density is viewed as one solution to meeting the community's desire to have thriving downtown neighborhoods and more affordable and available housing. Higher density would necessitate an examination of downtown parking limitations and CBJ Land Use Code requirements. Responsibility: CBJ Planning Commission, CBJ Assembly, Alaska Committee.		CBJ Assembly 8/97 amendment to the Comprehensive Plan provides for mixed uses with higher density along Willoughby Avenue in the vicinity of Village and the former tank farm.
Expand the definition of mixed use/commercial areas and rezone downtown as mixed use.	Rezoning portions of downtown may help in achieving mixed use development, which is viewed as another solution to thriving downtown neighborhoods and more housing. On the other hand, mixed use zoning can encourage commercial infiltration into residential neighborhoods through property conversions. Responsibility: CBJ Planning Commission, Assembly.		See above. Following amendment to the Comprehensive Plan, rezoning actions that facilitate more mixed use development downtown can now be initiated.
Permitting/Code Compliance			
Expedite review in zoning issues.	CBJ permit/platting actions totaled 335 in 1995 and 381 in 1996. With increased permitting activity, CBJ staff have increased efficiency through operation of a one-stop Permit Center, opened in 1996. To expedite reviews further, it will likely be necessary to streamline the CBJ Land Use Code or hire additional staff. Responsibility: Planning Commission, Community Development Dept., Assembly		As time permits, CBJ staff review and recommend changes to Land Use Code to the Planning Commission and Assembly.
Expedite process to build legislative housing through various efforts.	Providing seasonal housing for the Legislature is seen as an important strategy to improve the workings of state government during the legislative session. In recent years, CBJ has undertaken a municipal loan program for new construction, and worked in partnership with the Alaska Committee to improve the availability and quality of rental units. The rental housing market has eased in the past two years. Responsibility: CBJ Assembly, CBJ Assembly Lands & Resources Committee, Alaska Committee.		Currently, CBJ is monitoring the rental market for legislative/seasonal housing.
Incentive Programs			
Provide financial incentives to develop dwelling units.	A 1994 CBJ-funded study of multi-family housing in Juneau identified the market demand and financing challenges. For several years, CBJ has provided land, loans, and grants as incentives for the housing construction. Responsibility: CBJ Assembly, Juneau Homebuilders Assn.		August 1997 CBJ Assembly action designated funds available for financing several categories of housing.

Housing: SHORT-TERM ACTION PLAN (Within One Year)

Action	Comments and Responsibility	Cost	Status
<p>Promote cooperative atmosphere where builders and regulators work together.</p>	<p>CBJ Building Official sits on JHBA Board of Directors. CBJ staff seek input from builders and developers when considering revisions to municipal code.</p> <p><i>Responsibility: CBJ Planning Commission, Community Development Dept., Juneau Homebuilders Association, Developers, Alaska Committee.</i></p>		

Government Policy/Staffing

<p>CBJ should employ a Housing Coordinator: a professional who can expedite housing opportunities.</p>	<p>A local housing coordinator can provide several services, including a clearinghouse for local, state, and federal housing programs, a coordinator of CBJ housing initiatives, a specialist assisting non-profit or for-profit entities in completing housing loan/grant applications, etc.</p> <p><i>Responsibility: CBJ Assembly, City Manager.</i></p>		<p>A Housing Coordinator, Mike Rody, was hired in a two-year position beginning November 1996.</p>
--	---	--	--

Housing: MID-TERM ACTION PLAN (One to Five Years)

Action	Comments and Responsibility	Cost	Status
--------	-----------------------------	------	--------

Planning

<p>Assure Comprehensive Plan is based on the outcome of the vision statement and is responsive to changing future needs.</p>	<p>The Comprehensive Plan can be updated to incorporate more recent planning efforts. For example, the CBJ Assembly incorporated the <i>Juneau Comprehensive Parks and Recreation Plan</i> (July 1996) into CBJ Comprehensive Plan.</p> <p>Responsibility: <i>CBJ Community Development Dept., Planning Commission, and Assembly.</i></p>		<p>Ongoing as planning occurs.</p>
--	--	--	------------------------------------

School District/Education

<p>Keep schools downtown.</p>	<p>Primary and secondary schools are part of downtown Juneau's history. The current JDHS lacks a school campus, but has outdoor expansion opportunities if additional land is acquired. The Capital School closed at the end of the 1996-97 school year. The Juneau School District intends to return operation and maintenance of the building to the city. Strategies should be found to keep both these facilities viable and open for educational use.</p> <p>Responsibility: <i>Juneau School District, local parent advisory groups, neighborhood associations, CBJ Planning Commission, Assembly.</i></p>		<p>The 1996 <i>Comprehensive Parks & Recreation Plan</i> identifies the Marine Highway property adjacent to JDHS as desirable for CBJ acquisition. The CBJ Assembly considered future uses for Capital School in 1997 and offered it to Legislature for offices. The gymnasium remains open to the public.</p>
-------------------------------	---	--	--

Housing: LONG-TERM ACTION PLAN (Five Years or More)

Action	Comments and Responsibility	Cost	Status
Planning			
Revisit Comprehensive Plan for the future.	<p>The CBJ land use code requires a review of the Comprehensive Plan every two years.</p> <p>Responsibility: CBJ Community Development Dept., Planning Commission, Assembly.</p>		The revised Comprehensive Plan, effective 12/96, culminates a three-year revision effort.
Revisit the Gold Creek project.	<p>In the mid-1980s, the Corps of Engineers denied a 404 wetlands fill permit largely because the proposed Gold Creek developments were not water-dependent activities, did not require a waterfront location, and could not demonstrate that there were not feasible alternative sites. Geotechnical difficulties at the mouth of Gold Creek may require piling structures, but are not insurmountable.</p> <p>Responsibility: CBJ Assembly (Public Works & Facilities Committee and Lands & Resources Committee), CBJ Docks & Harbors Board.</p>		CBJ Docks & Harbors Board is interested in Gold Creek development. The CBJ parcels at Gold Creek mouth were transferred to Docks and Harbors Board in July 97.
Increase housing density while protecting waterfront, greenbelts and watershed.	<p>This action step complements several policies of the recently adopted Comprehensive Plan. Increased housing density would need to be tied in with mixed uses to be acceptable in downtown neighborhoods and the entire community.</p> <p>Responsibility: CBJ Planning Commission, Assembly.</p>		See comment under Housing, short-term action plan.
Permitting/Code Compliance			
Increase buildable space.	<p>Building height restrictions (except in a Standard Mixed Use zone) and downtown parking limitations will need to be addressed at the same time.</p> <p>Responsibility: CBJ Planning Commission, Assembly, and private landowners.</p>		Ongoing planning by CBJ staff, as time permits.

Downtown Juneau will have a flexible, pedestrian-friendly transportation system that provides a vehicle-free downtown core area and ample pedestrian facilities. Pedestrian needs will be coordinated with mass transit and private transportation, integrating pedestrian/motorized/non-motorized vehicles. Parking will be placed at perimeter of core area to maximize pedestrian access. An integrated series of trails and walkways will be developed to give pedestrians, bikers, and skiers unprecedented access to all of downtown and the surrounding areas. Pedestrian amenities will provide safe, four-season, well-maintained pedestrian access.

The Participant Perspective

Participants' comments and perceptions are presented, and may not accurately reflect current conditions.

Prouds -- Downtown Juneau is a pedestrian oriented town; "people are not forgotten." The ability to get almost anywhere in downtown Juneau by foot is unique and highly valued,

whether it involves walking to work or to the surrounding wilderness. It means walking down the street and happening upon an acquaintance and being able to talk to people you know that adds to the sense of community.

With its historic buildings and Seawalk, downtown provides diverse opportunities and a welcoming atmosphere for walking. There is generally good access for the elderly and physically challenged. It is easy for visitors to get around downtown on foot. It is safe to walk everywhere, even at night.

Regrets -- Comments of individual participants point to some issues. One noted that summer visitors have difficulty walking through town because of the traffic. Another said the pedestrian crosswalk ramps do not meet the needs of physically challenged residents. "There is a lack of casual walkways for slower moving visitors to separate them from business people on a mission." "Downtown is poorly lit at night." There is a need to connect pedestrian access areas together. "The waterfront is not pedestrian friendly for constant users (i.e., street crossings and lack of parking)." One person noted that decisions are often made on short-term needs and not long-term goals and objectives and used



Front Street decisions favoring cars over pedestrian as an example of poor planning decisions. Tradeoffs with improved pedestrian access are also recognized -- the expanded sidewalks on Front Street cause some problems with deliveries, traffic and emergency vehicle access.



Trends --

There will be more non-vehicular use downtown and bike racks downtown and on buses.

More Thoughts on the Subject

The seven focus groups, meeting on September 11 through 13, 1996, also raised the following issues related to pedestrian access and movement:

Infrastructure: Develop Seawalk and expand its opportunities and attractions; address pedestrian congestion.

Government: Provide pedestrian friendly amenities.

Education, Culture, and Entertainment:

Transportation (transit, pedestrians, parking, land use).

Visitor Industry: Need comprehensive people movement plan (pedestrian walkways, land transport/parking for cruise ship passengers); downtown pedestrian area.

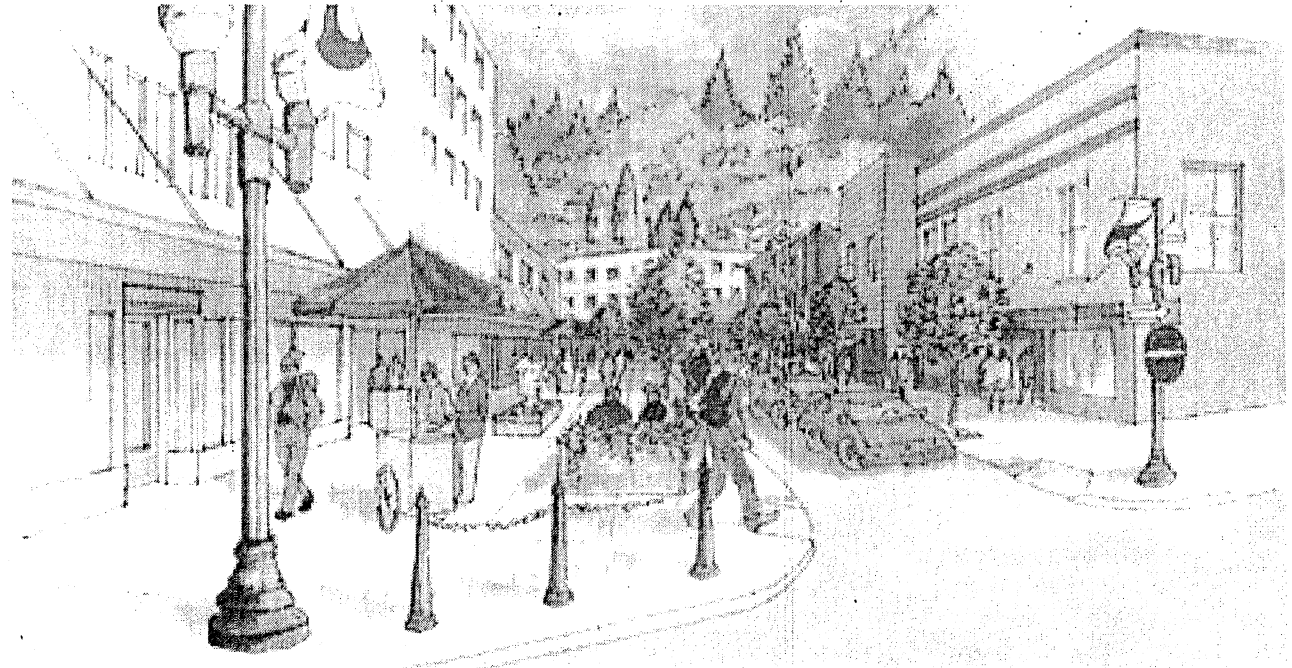
Business Community: No pedestrian related issues identified.

Residents: Recreate "carless" downtown.

Waterfront, Ports, and Harbors: Expand public access to the waterfront.

About 100 Juneau-Douglas High School students reviewed the draft vision in November, 1996 and raised the following issues:

Students: Need a system that is user-friendly to residents; more lights in downtown; wider sidewalks; paths should have a slow and fast lane.



One vision of a pedestrian friendly walkway

Action Plans

Participants identified the following Short-, Mid-, and Long-Term Actions that could be explored as ways to strengthen the positive attributes of downtown Juneau and address the challenges to achieve the 20 / 20 Vision.

Pedestrian Access and Movement: SHORT-TERM ACTION PLAN (Within One Year)

Action	Comments and Responsibility	Cost	Status
Planning			
Plan for a continuous Seawalk from the Rock Dump to Aurora Harbor.	<p>The Seawalk is one of the crown jewels of Juneau's spectacular trail and pathway system. Rights-of-way and negotiations with waterfront landowners could be completed so that a continuous pathway route is reserved.</p> <p>Responsibility: CBJ Lands and Resources, Parks and Recreation Dept., Private Landowners</p>		The Seawalk is largely completed along CBJ waterfront land segments. Some privately-owned segments remain undeveloped, and some federally-owned waterfront is not accessible.
Provide generous public open spaces as pedestrian focal points.	<p>Marine Park is an excellent example of a successful focal point for festivals, events and spontaneous gatherings. More areas need to be created throughout the downtown area. CBJ does not own the green lawn outside the Centennial Hall; it is owned by the Alaska Mental Health Trust Authority.</p> <p>Responsibility: CBJ Assembly, CBJ Parks and Recreation Dept.</p>		Modest green space and pedestrian amenities (benches and rest spots) are being considered as part of the 1997 Gold Street reconstruction. CBJ could consider acquiring the green lawn outside Centennial Hall.
Consider use of former Delta-Western dock for pedestrian/public use.	<p>Several parties have expressed interest in this property, owned by Alaska Energy Resources (parent company of AEL&P).</p> <p>Responsibility: CBJ Assembly, CBJ Parks and Recreation Dept.</p>		No public planning underway.
Develop a master plan for pedestrian access.	<p>Responsibility: CBJ Community Development Dept., Parks and Recreation Dept., Assembly, and ADOT&PF.</p>		The ADOT&PF -funded <i>City Center Transportation Improvement Plan</i> suggests many improvements in the downtown area.

Structural Solutions

Install bicycle racks on mass transit vehicles and throughout the core area.	<p>Installing bike racks on Capital Transit buses would enable Valley residents to more easily ride bikes downtown (and vice versa). Also, an informal CBJ survey in 1994 pointed out Juneau residents' interest in lockers to protect valuable bicycles.</p> <p>Responsibility: Capital Transit, CBJ Harbors Dept.</p>	<p>\$9,100 (racks) \$5,000 (lockers)</p>	The current Capital Transit 5-year Development Plan Study identifies bike racks on buses and siting bike lockers at bus stops. CBJ Harbors Dept. will be installing bike racks at harbors and wharves.
--	--	--	--

Pedestrian Access and Movement: SHORT-TERM ACTION PLAN (Within One Year)

Action	Comments and Responsibility	Cost	Status
<p>Provide suitable lighting throughout downtown.</p>	<p>Downtown must work as well in the dark and cold, as it does during long summer daylight. A careful mixture of lighting systems is required. Lighting could illuminate and provide safe passage, but should not result in "light pollution".</p> <p><i>Responsibility: CBJ Public Works Dept. and Assembly.</i></p>		<p>Current plans to upgrade lighting in the vicinity of Evergreen Cemetery and Glacier Highway. The Harbor Dept. will begin expanding lighting on wharves and associated uplands.</p>
<p>Permitting/Code Compliance</p>			
<p>Reconsider use of the "Rock Dump".</p>	<p>The privately-owned rock dump is slated for considerable industrial development. Suitability of the underlying foundation of this tailings pile should be verified.</p> <p><i>Responsibility: CBJ Engineering Dept, private landowners.</i></p>		<p>CBJ-funded geotechnical studies (when Mt. Roberts Marina was under consideration in early 1990s) concluded that the waterfront edge of the rock dump was unstable, but the rest was stable.</p>

Pedestrian Access and Movement: MID-TERM ACTION PLAN (One to Five Years)

Action	Comments and Responsibility	Cost	Status
Planning			
<p>Consider creating a pedestrian zone using selected streets.</p>	<p>In the 1980s, Front Street was suggested for closure to vehicles. Several other streets in the vicinity of City Hall have also been recommended. A 1996 proposal to close Front Street to tour buses (made by a cruise ship company) was not considered due to business opposition.</p> <p>Responsibility: Assembly Public Works & Facilities Committee, CBJ Planning Commission, Downtown Business Assn.</p>		<p>An ADOT&PF-funded <i>City Center Transportation Improvement Plan for Juneau</i> examines ways to improve pedestrian and vehicular traffic in response to increased cruise ship activity. A recommendation would make Franklin Street a pedestrian mall during the summer months.</p>
<p>Parking lots on downtown perimeter.</p>	<p>Informal discussions have identified some possible sites in the past: Egan Drive & 10th Street (Goldbelt Place lot), JDHS lot near Breakwater Inn, and Egan Drive & Main St. A perimeter parking garage should be discussed in conjunction with Capital Transit downtown shuttlebus service to effectively move people around downtown.</p> <p>Responsibility: CBJ Assembly, CBJ Planning Commission, Downtown Business Assn., Mayor's Parking Advisory Committee, Private landowners.</p>		<p>Preliminary discussions are being held by the Manager's Parking Advisory Committee. The Capital Transit 5-year Development Plan examines downtown shuttle bus service.</p>
Structural Solutions			
<p>Complete pedestrian corridors (nodes and anchors).</p>	<p>Complete several key pedestrian corridors, including the Seawalk, Gold Creek project and others. A Gold Creek walkway would require cooperation of the private landowners along the route.</p> <p>Responsibility: CBJ Assembly, CBJ Community Development, CBJ Parks & Recreation, CBJ Public Works, CBJ Harbors, ADOT&PF, private, trustee, and federal waterfront landowners.</p>		<p>The above-mentioned AK DOT&PF-funded study underway considers pedestrian areas.</p>
<p>Construct a large, covered outdoor arena/plaza.</p>	<p>The 1996 <i>Cruiseship Terminal Master Plan</i> identifies this sort of facility (Phase III, a pilings structure).</p> <p>Responsibility: CBJ Assembly, CBJ Docks & Harbors Board and Dept., CBJ Parks & Recreation.</p>		<p>No current planning underway.</p>

Pedestrian Access and Movement: LONG-TERM ACTION PLAN (Five Years or More):

Action	Comments and Responsibility	Cost	Status
--------	-----------------------------	------	--------

Structural Solutions

Install moving walkways.	The practicality of this action raises questions.		
--------------------------	---	--	--

Downtown Juneau is part of a community-wide integrated transportation system which includes forms of mass transit, such as light rail, designed to minimize automobile dependence. This expandable transit system will accommodate all types of local travel needs between home, work, schools shopping, and other activities. The public will be engaged in developing creative yet feasible solutions for an integrated public transportation system.

The Participant Perspective

Participants' comments and perceptions are presented, and may not accurately reflect current conditions.



Prouds -- The ability to get on a boat, plane, or bus downtown is unique.

Regrets -- Although Capital Transit was started in the early 1970's, Juneau (like many communities) has favored the automobile over public transit during the last 25 years. More cars and traffic are everywhere and mass transit is not available to offset the demand for parking.

Driving in downtown is difficult. The downtown area lacks an intra-core shuttle and transit. There should be more trolleys for moving tourists around. Without very convenient public transit, the "park to drive" Valley habit makes it hard to go downtown. The buses that run are crowded ("...diesel stinks..") and a participant felt that the buses are unpredictable in the winter. One resident believes we have "Terrible, terrible, terrible public transit." Some believe Juneau needs a good light rail system. To some, the transit link between downtown and the airport is also disappointing and does not contribute to a capital city.



Trends -- Some people think that Juneau will become more car dependent resulting in more traffic going through downtown. There will be an increased reliance on transportation planning rather than on people movement.

More Thoughts on the Subject

The seven focus groups, meeting on September 11 through 13, 1996, also raised the following issues:

Infrastructure: Alternative and convenient public transit to solve traffic and parking issues (light rail, design for people (not cars), and downtown shuttle).

Government: Transportation (mass transit, parking, getting around town).

Education, Culture, and Entertainment: Transportation (transit, pedestrians, parking, land use).

Visitor Industry: Increase accessibility to and around Juneau (improving access to the airport, road connection to new areas in Juneau, second Channel crossing); comprehensive people movement plan (pedestrian walkways, land transport for cruise ship passengers, parking).

Business Community: Transportation.

Residents: Mass transit system connected to parking; recreate "carless" downtown.

Waterfront, Ports, and Harbors: No transit related issues were identified.

About 100 Juneau-Douglas High School students reviewed the draft vision and raised the following issues:

Students: Transit system doesn't run frequently enough; buses need bike racks.

Action Plans

Participants identified the following Short-, Mid-, and Long-Term Actions that could be explored as ways to strengthen the positive attributes of downtown Juneau and address the challenges to achieve the 20 / 20 Vision.

Transit: SHORT-TERM ACTION PLAN (Within One Year)

Action	Comments and Responsibility	Cost	Status
Planning			
Study for integrating the <u>transit system</u> , including light rail, other forms of mass transit, pedestrians, bikes, etc.	The Comprehensive Plan supports "... a comprehensive study in cooperation with AK DOT&PF to determine the feasibility of a light rail or similar mass transit system to link Downtown with the Valley." Responsibility: CBJ, ADOT&PF.		CBJ FY1998 CIP funds are earmarked for areawide transportation planning.
Study feasibility of combining existing bus system for tourists, locals, school children.	This item raises practicality, funding, and regulatory issues but may not be insurmountable. Would require school/work scheduling changes because students and commuting workers currently have similar peak use hours during the day. Responsibility: CBJ Assembly, Capital Transit, and members of the public.		The recent <i>Capital Transit Development Plan</i> study treats these bus systems separately.
Designated express lanes [High Occupancy Vehicle (HOV) lanes].	ADOT&PF examined HOV lanes in the past and the information is still relevant. Responsibility: CBJ, ADOT&PF.		No transportation planning study examining this is currently underway.
Incentive Programs			
Shuttle parking for tourism employees.	Responsibility: Alaska Visitors Association, JCVB, and private tour operators.		Mt. Roberts Tram employees used a shuttle in 1996.
Government incentives for their employees to use public transit (i.e., free bus passes, financial rewards).	ADOT&PF examined various incentives in the past and the information is still relevant. Responsibility: CBJ Assembly, Office of the Governor, and federal agencies.		The recent <i>Capital Transit Development Plan</i> study identifies these incentives.
Community environment days by all businesses/ agencies to reduce commuter traffic.	On such days, commuting via mass transit, car pooling, walking, or bicycle would be encouraged. Responsibility: CBJ Assembly, Office of the Governor, business owners, Capital Transit.		No efforts currently underway.

Transit: SHORT-TERM ACTION PLAN (Within One Year)

Action	Comments and Responsibility	Cost	Status
Government Policy/Staffing			
Funding for better bus system (i.e., scheduling, shelter, routes, frequency).	<p>A March 1997 survey conducted for CBJ Tourism Working Group indicates support for financing a better bus system.</p> <p>Responsibility: CBJ Assembly, Capital Transit, and members of the public participating in Capital Transit Development project.</p>	\$2.5 to \$4.9 million annually	The recent <i>Capital Transit Development Plan</i> study identifies four alternatives with different funding levels.
Study tele-commuting for government employees.	<p>Various Juneau employers likely allow tele-commuting on an informal, part-time basis, but employees work at the office at least some of the time.</p> <p>Responsibility: CBJ Assembly, Office of the Governor, and federal agencies</p>		AK Dept. of Administration has a tele-commuter pilot project underway. DOA is also developing an information packet and training for managers.
More and smaller buses.	Responsibility: CBJ Assembly, Capital Transit.	\$250,000 (new bus) \$ 75,000 (new van)	The recent <i>Capital Transit Development Plan</i> study identifies smaller 30' buses and Care-a-Van type vans as possible additions to bus fleet.
Community transit authority.	<p>Juneau essentially has this capability because CBJ Capital Transit has authority to set fares and owns the buses.</p> <p>Responsibility: CBJ Assembly, Capital Transit</p>		
Structural Solutions			
Better bus shelters.	<p>The <i>Bus Passenger Shelter Policy and Location Study</i> (1994) outlined a program for shelter improvements. Sixteen additional sites were identified.</p> <p>Responsibility: CBJ Assembly, CBJ Public Works Dept.</p>	\$6,600 per shelter	The recent <i>Capital Transit Development Plan</i> underscores the need for more shelters.

Transit: SHORT-TERM ACTION PLAN (Within One Year)

Action	Comments and Responsibility	Cost	Status
Permitting/Code Compliance			
Carpool parking spaces instead of single commuters.	Policy coordination and action by local, state, federal, and private decision-makers are required. Responsibility: CBJ Assembly, Office of the Governor, federal agencies, and business owners.		No current efforts underway.

Transit: MID-TERM ACTION PLAN (One to Five Years)

Action	Comments and Responsibility	Cost	Status
Planning			
Continue better busing, including purchasing a variety of buses with bike racks.	Responsibility: CBJ Assembly, Capital Transit.		The <i>Capital Transit Development Plan</i> study examines the number and sizes of buses, service frequency, and new routing, among other issues.
Based on tele-commuting study, a percentage of government workers would tele-commute.	Responsibility: CBJ Assembly and Manager, Office of the Governor, federal agencies, and business owners.		See comment under Transit, short-term action plan. No comprehensive planning underway.
Implement an integrated transit system.	Overall system needs, demands and costs would need to be identified Responsibility: CBJ, ADOT&PF.		The <i>Capital Transit Development Plan</i> study examines this to some extent.
Revenue producing plan for implementing and maintaining future transit system.	Responsibility: CBJ Assembly, Capital Transit.		The <i>Capital Transit Development Plan</i> study identifies financial investments needed and potential funding sources.
Start Phase One of light rail.	An examination of the feasibility of a light rail system for Juneau is the first step, with system needs, demands and costs also identified. Responsibility: CBJ, ADOT&PF.	Multi-million dollars per mile.	A transportation engineer/planner specializing in light rail came to Juneau in January, 1997 and met with CBJ, ADOT&PF, and interested public.

Transit: MID-TERM ACTION PLAN (One to Five Years)

Action	Comments and Responsibility	Cost	Status
Permitting/Code Compliance			
<p>No free parking; preferential (neighborhood) parking.</p>	<p>Other communities have different parking strategies in place. Anchorage requires a "Fee in Lieu of Parking"(spaces) of downtown businesses. Portland places limitations on parking to encourage mass transit. Juneau used to have on-street parking meters downtown. Other approaches could be a Local Improvement District (LID), Parking Overlay District, or Parking Service Area as a mechanism to generate a revenue stream to help support a downtown bus shuttle service or funds to construct off-site parking downtown. The State of Alaska could eliminate free parking in State Office Building parking garage and other downtown lots.</p> <p>Responsibility: CBJ Community Development Dept., CBJ Public Works Dept., Neighborhood Associations, Downtown Business Assn., CBJ Parking Advisory Committee, AK Dept of Administration.</p>		<p>The CBJ Community Development Dept. will be examining the existing parking requirements in the Land Use code as time permits.</p>

Transit: LONG-TERM ACTION PLAN (Five Years or More)

Action	Comments and Responsibility	Cost	Status
Planning			
Dependable source of revenue to fund/maintain system.	<i>Responsibility: CBJ Assembly, Capital Transit.</i>		
Structural Solutions			
Fully functional, integrated system includes light rail system, bike trails, pedestrian malls, and integrated bus system (all users in one bus system).	Would be necessary to identify system needs, demands and costs. School student transportation funding might be jeopardized under an integrated bus system <i>Responsibility: CBJ, ADOT&PF.</i>		CBJ FY 1998 CIP funds are earmarked for areawide transportation planning.
Light rail corridor between downtown and the University, including an airport station supported by other forms of mass transit (pedestrian, bike, etc.).	Would be necessary to identify system needs, demands and costs. <i>Responsibility: CBJ, ADOT&PF.</i>		

Downtown Juneau will maximize existing parking opportunities and creatively develop additional parking which does not adversely impact land resources and the needs of downtown residents and businesses. The parking problem that vexed downtown in the 1990's will be largely resolved by 2020. Much of downtown's seasonal traffic congestion will also be reduced. The community will use a combination of solutions, including better land use planning and regulations, incentives such as carpooling and incorporating parking into new office complexes, development of peripheral parking linked to transit improvements, and balancing the needs of motorists and pedestrians.

The Participant Perspective

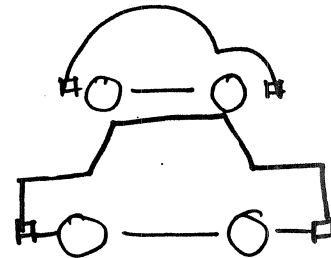
Participants' comments and perceptions are presented, and may not accurately reflect current conditions.

Prouds -- The waterfront parking garage works because the library, located on the top floor of

the garage, is a focal point and is used by the community. The combination of the library and parking, along with a mural, improved a facility that should have been located elsewhere.

Regrets -- Others felt that the parking garage on the waterfront was a bad idea and is out of scale. "Public parking" was promised, but much of the garage is leased on a monthly basis to private individuals and businesses.

Downtown Municipal offices aggravate parking problems and parking contributes to downtown traffic congestion. "Can't find parking" was a sentiment often expressed. The parking situation creates problems for downtown businesses and makes it difficult to conduct business. On the other hand, "barreling" cars in parking lots at night seems downright unfriendly to some people. The opinion was expressed that "free parking is a bad use of space, but who has the nerve to say it is wrong?" There is a lack of creativity regarding parking: thinking about large structures rather than small pockets of parking. City requirements on parking for downtown redevelopment are burdensome and unreasonable.



Trends -- Unless action is taken, parking conflicts will increase and with options for new parking limited, it is believed the cost of land downtown and its development will increase.

More Thoughts on the Subject

The seven focus groups, meeting on September 11 through 13, 1996, also raised the following issues related to parking:

Infrastructure: Alternative and convenient public transit to solve traffic and parking issues (light rail, design for people not cars, downtown shuttle); modernize CBJ building and land use codes (parking, setbacks, procedures) for flexibility to accommodate new methods and materials; eliminate parking downtown.

Government: Transportation (mass transit, parking, getting around town).

Education, Culture and Entertainment: Transportation (transit, pedestrians, parking, land use); need for coherent parking policy.

Visitor Industry: Comprehensive people movement plan (pedestrian walkways, land transport for cruiseship passengers, parking); parking in general.

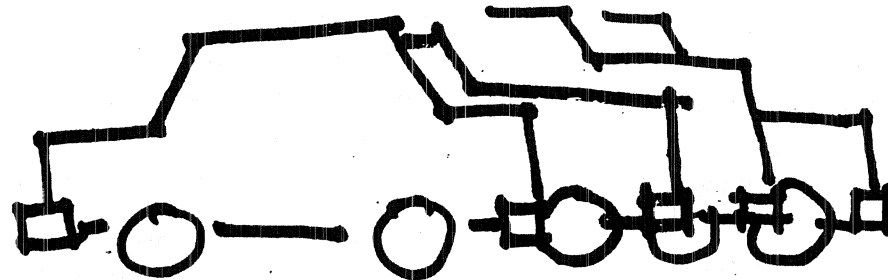
Business Community: Parking in general.

Residents: Mass transit system connected to parking; car management, includes parking; recreate "carless" downtown.

Waterfront, Ports, and Harbors: No parking related issues were identified.

About 100 Juneau-Douglas High School students reviewed the draft vision in November, 1996, and raised the following issues:

Students: School parking garage needed; more carpooling; parking in general.



Action Plans

Participants identified the following Short-, Mid-, and Long-Term Actions that could be explored as ways to strengthen the positive attributes of downtown Juneau and address the challenges to achieve the 20 / 20 Vision.

Parking: SHORT-TERM ACTION PLAN (Within One Year)

Action	Comments and Responsibility	Cost	Status
Permitting/Code Compliance			
Increase enforcement of parking regulations.	<p>Until recently, the Anchorage Parking Authority, a private/contracted business, had the power to issue tickets and enforce parking requirements in downtown Anchorage. In the April 1997 election, Anchorage voters placed parking enforcement under the Anchorage Police Department -- as occurs in Juneau.</p> <p>Responsibility: CBJ Assembly, CBJ Police Dept., Manager's Parking Advisory Committee, private businesses.</p>		
Begin planning process for park 'n ride opportunities.	<p>Responsibility: CBJ Assembly, CBJ Public Works Dept., and Capital Transit.</p>		Examined to some extent in Capital Transit 5-year Development Plan study.
Review existing plans and studies for a major parking facility.	<p>A parking plan was adopted by the CBJ Assembly in 1992. A parking facility could be combined with a mass transit mall. Parking facility sites examined in the past include current waterfront garage, Egan Drive & Main St., and Willoughby Ave.</p> <p>Responsibility: CBJ Assembly, CBJ Public Works Dept., CBJ Community Development Dept., Parking Advisory Committee, Downtown Business Assn.</p>		CBJ FY 1998 CIP funds are earmarked for downtown parking planning.
Incentive Program			
Encourage carpooling with incentives (e.g., guaranteed parking places).	<p>A number of these so called "transportation demand management" measures have been examined in the past for Juneau by AK DOT & PF and the information is still relevant.</p> <p>Responsibility: CBJ Assembly, Office of the Governor, federal agencies, business owners.</p>		No current planning underway.

Parking: MID-TERM ACTION PLAN (One to Five Years)

Action	Comments and Responsibility	Cost	Status
Planning			
Explore public/private solutions (collaborative) for parking structures (e.g., using Valley mall parking lots).	<i>Responsibility: CBJ Assembly, CBJ Public Works Dept., CBJ Community Development Dept., private businesses, Downtown Business Assn.</i>		
Evaluate increasing public transit infrastructure.	A March 1997 survey of Juneau residents (<i>Community Survey on the Effects of Tourism, Attitude 58</i>) for the CBJ Tourism Working Group indicates support for more public transit financing. <i>Responsibility: CBJ Assembly, CBJ Public Works Dept., Capital Transit.</i>	\$2.5 to \$4.9 million annually	1997 Capital Transit Development Plan examines this.
Structural Solutions			
Build one or more parking facilities close to downtown commerce and government.	This suggested action needs to be considered in conjunction with suggested actions for Pedestrian Access & Movement and Transit to achieve an integrated transit-vehicular-parking-pedestrian system. <i>Responsibility: CBJ Assembly, CBJ Public Works Dept., CBJ Community Development Dept., private businesses, Downtown Business Assn., and neighborhood associations</i>		Currently CBJ FY 1998 CIP funds are earmarked for downtown parking planning.
Government Policy/Staffing			
Public relations / education program.	<i>Responsibility: CBJ Assembly, CBJ Community Development Dept., private businesses, Downtown Business Assn., neighborhood associations, news media</i>		

Parking: LONG-TERM ACTION PLAN (Five Years or More)

Action	Comments and Responsibility	Cost	Status
Planning			
Re-evaluate options for mass transit based on population trends.	<i>Responsibility: CBJ, ADOT& PF.</i>		Ongoing, as a function of the Capital Transit 5-year development planning.
Re-evaluate options/ needs for additional parking structures.	<i>Responsibility: CBJ, AK Dept. Of Administration.</i>		
Structural Solutions			
Utilize mine tunnels and other innovative underground structures for parking.	The Telephone Hill parking/capital complex, examined in early-1990s, included considerable parking built into the hillside facing Egan Dr.-Main St. <i>Responsibility: Assembly's Public Works Committee, Downtown Parking Advisory Committee.</i>		FY 1998 CIP funds are earmarked for a study of possibilities for additional downtown parking facilities
Information/Communication Improvement			
Continue education.	<i>Responsibility: As under mid-term action.</i>		

EDUCATION, YOUTH, ARTS, AND CULTURE

Juneau is a supportive community that works together to play, cultivate art, and learn in an atmosphere of celebration and acceptance of diversity of ideas and cultures. It is a community that dedicates space and resources to that end. It is a community that values its youth and holds itself accountable for its visions regarding the needs and aspirations of its youth. Juneau is willing to lead in the area of technological changes, applications, and accessibility in the educational process, and produces the best trained students in the world. The school system and the town take full advantage of the opportunities of the Information Age.

The Participant Perspective

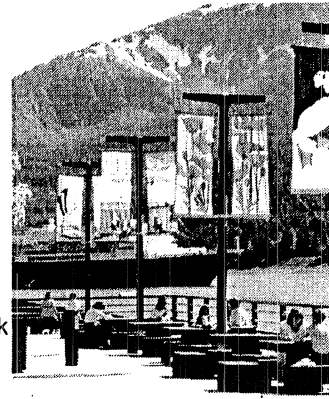
Participants' comments and perceptions are presented, and may not accurately reflect current conditions.

Prouds -- Education, arts, and culture contribute to the vitality of downtown Juneau. Schools link the neighborhoods. The high school is an important part of the community, but is overcrowded. Juneau is full of creative people (e.g., the mural on the city building) and there is a

bond among local artisans in the art community. Downtown has a sense of cultures and diversity as well as many opportunities and attractions (State museum, library, Centennial Hall, and a working harbor). Marine Park functions as a cultural place incorporating water, arts, and community. Also, the Sealaska building has contributed to cultural attractions. The Native traditions and a colorful history (particularly the mining ruins) are of great value to Juneau. Some participants agree that Juneau has the "best 4th of July in America performance." Other celebrations and events work to pull the community together.

Regrets -- Many of the focus groups mentioned the lack of entertainment opportunities, activities, facilities for youth ("boredom contributes to vandalism..."). In addition there is a lack of space around the downtown schools:

We are short on ball fields and courts. "Leadership is needed in this area." Some people regret that Juneau does not have greater entertainment, cultural, and educational opportunities. There is the loss of Capital School downtown and a participant expressed concern about shrinking educational



opportunities with the move of UAS to Auke Lake. Juneau lacks a performing arts center. One person believes that the Native and non-Native cultures live in "separate worlds" and that there is a lack of sensitivity to Native concerns. Cultural diversity and history could be better used, particularly in a waterfront theme. Juneau is missing an opportunity to showcase Native culture. "We ignore the uniqueness of Alaska in favor of a T-shirt shop..."

Trends -- It will be important to maintain the downtown ambience (flowers, flags and banners). One participant noted that Juneau may experience a decline in civic spirit and cultural diversity. While some see a lack of diversity without Capital School, a new charter school has recently opened in the original downtown area. Also, some foresee growth in the University system in Juneau which may involve the downtown area.

More Thoughts on the Subject

The seven focus groups, meeting on September 11 through 13, 1996, also raised the following issues related to education, arts, youth, and culture:

Infrastructure: No related issues were identified.

Government: Enhance Civic Center downtown.

Education, Culture, and Entertainment:

Aggressive strategy to achieve performing arts center, youth center, space for big cultural events, and artisans mall; overall downtown education strategy (UAS programs downtown, need for 2 high schools to keep high school downtown, lack of outdoor school areas, build digital/information age schools that can serve the whole community).

Visitor Industry: No related issues were identified.

Business Community: Community cohesiveness (spiritual and civic).

Residents: Keeping schools downtown.

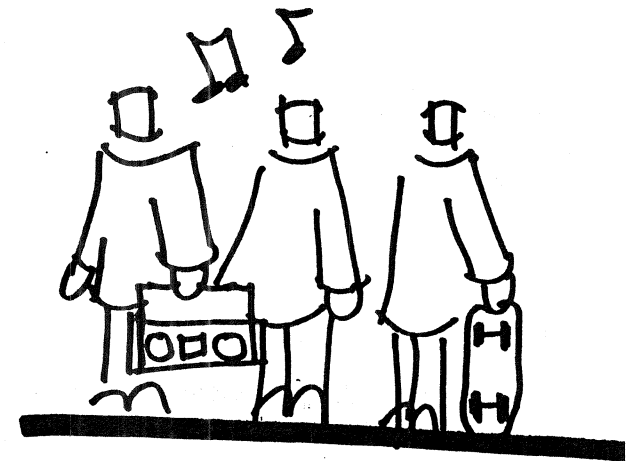
Waterfront, Ports, and Harbors: No related issues were identified.

About 100 Juneau-Douglas High School students reviewed the draft vision in November, 1996, and raised the following issues:

Students: Classrooms overcrowded; High School needs remodeling (lockers, painting, heating/ventilation, windows, add artwork, lunch room, connect to Marie Drake); more teachers; more computers; need recreational center oriented towards youth; take more pride in Native cultures; more public art.

Action Plans

Participants identified the following Short-, Mid-, and Long-Term Actions that could be explored as ways to strengthen the positive attributes of downtown Juneau and address the challenges to achieve the 20 / 20 Vision.



Education, Youth, Arts, and Culture: SHORT-TERM ACTION PLAN (Within One Year)

Action	Comments and Responsibility	Cost	Status
Structural Solutions			
Skateboard park ready to build by Spring 1997.	<p>A broad-based community effort, spearheaded by JDHS students, is underway to develop a skateboard park. Individual and corporate donations throughout Juneau community are funding the project.</p> <p>Responsibility: CBJ Parks & Recreation Dept., JDHS students.</p>		A skateboard park opened in late December 1997 at the Renninger Park (the former Bus Barn site) in the Mendenhall Valley.
New lockers in High School.	<p>Priorities for capital expenditures are established by the JDHS Site Council and referred to School District Facilities Committee, which makes recommendations to the Assembly as part of JSD overall budget.</p> <p>Responsibility: JDHS Site Council, School District Facilities Committee, Assembly.</p>		
More murals for High School.	<p>Several murals can be found in the halls of JDHS. Exterior murals would first require painting the building, which has a lower priority than other health and safety-related maintenance needs identified by JSD staff.</p> <p>Responsibility: Juneau School District, School Facilities Committee.</p>		
School District/Education			
Integrate basic computer skills into curriculum.	<p>The school district's Technology Committee has produced a vision and long-range plan adopted by the School Board. The technology bond, approved by voters in 1996, includes funds to increase number of computers at all grade levels.</p> <p>Responsibility: Juneau School Board.</p>		Ongoing efforts to integrate technology as key element of every district curriculum revision.
Student mentors for adults and teachers for computer education.	<p>Responsibility: Juneau School Board, Superintendent.</p>		
Address community's shortcomings re: need for cultural diversity education.	<p>Responsibility: Juneau School Board, Superintendent, Native Education Assn., Filipino Community.</p>		

Education, Youth, Arts, and Culture: SHORT-TERM ACTION PLAN (Within One Year)

Action	Comments and Responsibility	Cost	Status
Mentor program that involves adults and assisting youth.	<i>Responsibility: Juneau School Board, Superintendent, Big Brothers & Big Sisters</i>		
Government Policy/Staffing			
More extracurricular activities.	CBJ voters approved the earmarking of a portion of the sales tax revenues for a Youth Activities Fund. <i>Responsibility: Juneau School Board, CBJ Assembly, CBJ Parks & Recreation Dept., youth, Mayor's Task Force on Youth.</i>		A variety of activities are supported by the modest Youth Activities Fund through a competitive grants process.
Incentive Program			
Encourage private business and industry to foster partnerships between themselves, the state and local government.	<i>Responsibility: Juneau School Board, private sector, local, state and federal governments.</i>		Underway

Education, Youth, Arts, and Culture: MID-TERM ACTION PLAN (One to Five Years)

Action	Comments and Responsibility	Cost	Status
School District/Education			
Require computer based education, integrated into the curriculum for K-12.	See comments under short-term action. <i>Responsibility: Juneau School Board.</i>		Underway.
Require School Board to have own vision of computer usage in school district.	The recent Federal Telecommunications Act may provide opportunities for the Juneau Schools. <i>Responsibility: Juneau School Board.</i>		A Technology vision and long-range plan has been adopted by School Board.
Incorporate cultural diversity into curriculum (<u>more intensely</u>).	<i>Responsibility: Juneau School Board, Superintendent, Native Education Association, Filipino Community.</i>		
Government Policy/Staffing			
ADDED IN DECEMBER 1997 WORKSHOP: New museum opportunities in Juneau.	Expand City Museum and non-profit efforts for Last Chance Basin Mining Museum. <i>Responsibility: CBJ Assembly, City Museum, Gastineau Historical Society.</i>		
Structural Solutions			
ADDED IN DECEMBER 1997 WORKSHOP: Expand public art in Juneau.	There are several painted murals, the bear sculpture, and totem poles around downtown. The City could earmark a small portion of individual project funds used to reconstruct streets, walkways, and retaining walls for maintenance of existing public art or new art in the vicinity. <i>Responsibility: CBJ Assembly, CBJ Public Works Dept., CBJ Parks & Recreation Dept.</i>		

Education, Youth, Arts, and Culture: LONG-TERM ACTION PLAN (Five Years or More)

Action	Comments and Responsibility	Cost	Status
Structural Solutions			
A new high school / community center facility	CBJ identified a second high school as part of its list of FY1998 State capital budget funding request. The second high school is not a priority among statewide education needs. Responsibility: Juneau School Board, CBJ Assembly, public, voters.		Preliminary planning for a second high school at Dimond Park is underway.
Performing arts center.	Responsibility: CBJ Assembly, public, voters.		No planning is currently underway.
Information/Communication Improvements			
Technical tele-conferencing built and maintained by <u>all</u> user groups.	See comments under Juneau as Capital City mid-term action.		
Networking with other communities to promote tolerance and celebration of diversity.	This is a community-wide undertaking. Responsibility: CBJ Assembly, Native community, Filipino community, public, Downtown Business Assn.		Much of this is underway already.

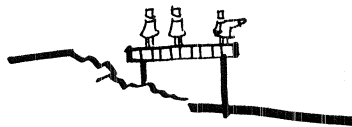
WATERFRONT AND HARBORS

The waterfront and adjacent waterway is a diverse area that accommodates and incorporates a variety of interests including recreational, tourist, fisheries, commercial, government, and residential uses. It features generous public gathering spaces and uninterrupted public access along, as well as to and from, the waterfront. The landscape and architecture of Juneau's waterfront maintains the natural, historical, cultural and aesthetic values of the area, and the sweeping and historic views both to and from Gastineau Channel.

The Participant Perspective

Participants' comments and perceptions are presented, and may not accurately reflect current conditions.

Prouds -- Juneau has a beautiful sea coast and natural harbor that are calm and peaceful. The environmental atmosphere and quality are unequaled. The number of different harbors relative to the length and breadth of the community is unique, and there has been a

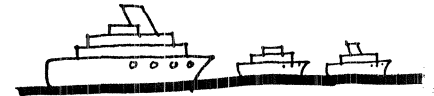


functional diversity without domination by any one user group. One participant was proud that "we haven't been able to screw up the waterfront," and there is still flexibility to articulate a positive vision of the waterfront. The community has been able to maintain the waterfront as a low key rather than high rise development. The waterfront has not been blocked off from the rest of the community by structures. There is community camaraderie at the harbor and people value the Marine Park and the Seawalk. The Seawalk and docks serve as nice *de facto* parks, particularly in the winter. Relocating industrial development to the rock dump is seen as a positive. Some people like to see the cruise ships, although the ships bring some negatives (air pollution, noise).

Regrets -- Some participants thought decisions on the waterfront have been based on economics and not aesthetics or equity among user groups. "Waterfront institutions and infrastructure have been captured by paying users, and broader community involvement and equity are needed."

There is no centralized planning for the waterfront ("...12 too many committees with no coordination"). Some thought that inadequate planning occurred for new Franklin Street cruise ship dock: the new cruise ship dock area was unsafe for pedestrians in 1996. Cruise ships have created the high rise blockage ("...monster slabs of cruise ships") that

we avoided with shoreside development. People mourn the loss of small scale at the waterfront. "The waterfront is faced with a loss of opportunities and sense of place." Other participants felt the loss of diversity: The waterfront has become inhospitable for fishing fleet operations, has



no serious marine repair facilities, and is catering too much to recreation boating. Some felt that City regulations regarding waterfront vendors are not adequate: It is difficult for cruise ship passengers to navigate through the vendors. One person thought there is not enough disaster preparedness for spill and other catastrophic events. More facilities are needed for specific user groups (e.g., net working sheds, fish cleaning stations, handicapped access, and porta-potties and showers).

Trends -- Some feel that there will be a general decline in public access and services, and more waterfront congestion from cruise ships. In particular, there will be overcrowding if planning doesn't take place. Some noted that the commercial fishing industry will continue to decline, along with the sports fisheries, recreational boating, and environmental quality. The cruise ship industry will stabilize, at best. Expansion opportunities include luxury yachts, eco-tourism, transshipments of goods through Juneau, and more small ferries serving Southeast Alaska.

More Thoughts on the Subject

The seven focus groups, meeting on September 11 through 13, 1996, also raised the following issues related to waterfront and harbors:

Infrastructure: Develop Seawalk and expand its opportunities and attractions.

Government: No waterfront related issues were identified.

Education, Culture, and Entertainment: No waterfront related issues were identified.

Visitor Industry: Keep waterfront open/visible, maintain viewsheds; develop building guidelines; improve downtown aesthetics and beauty.

Business Community: Reconstruction of Subport area.

Residents: Waterfront maintained as public space and accessible to residents and tourists.

Waterfront, Ports, and Harbors: Broad based planning for the waterfront, better communication and coordination between public and private interests, not dominated by any particular user, integrating downtown into larger Juneau waterfront picture; expanded public access to the waterfront; revisit Gold Creek development; undertake specific

infrastructure and facility improvements; maintain commercial viability (theme but not theme park); plan the future of the Subport - need to assess use and land trades.

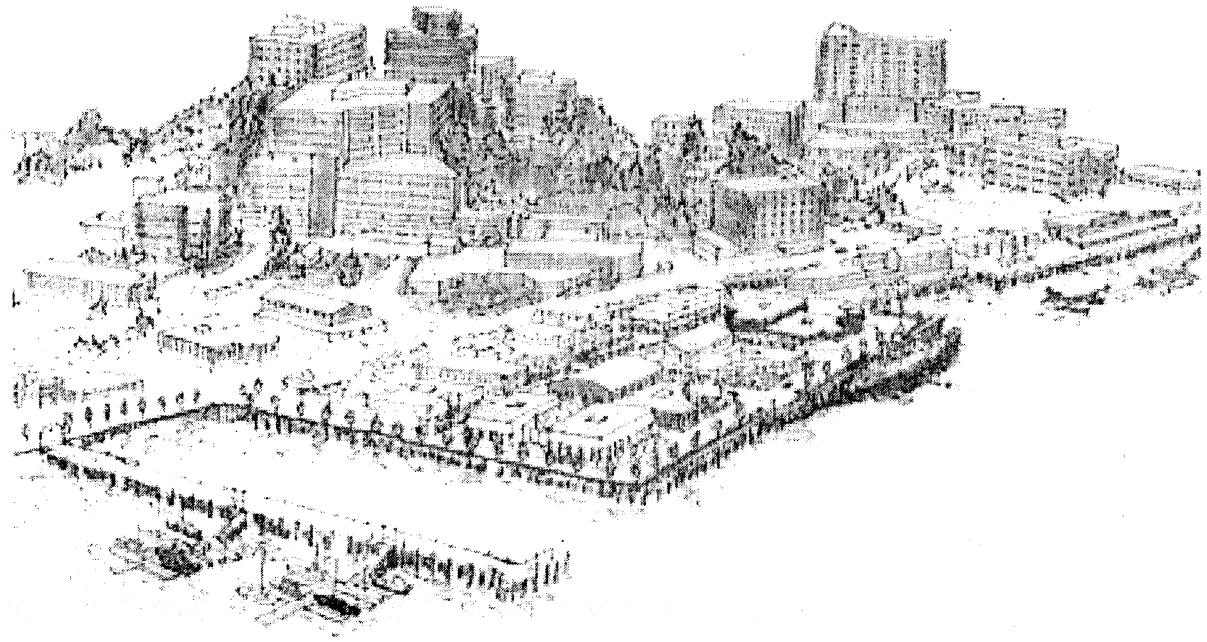
About 100 Juneau-Douglas High School students reviewed the draft vision in November, 1996 and raised the following issues:

Students: Need more trash cans; clean up area near the downtown library; do not expand Douglas Harbor without making it

pleasing to the eye; continue Seawalk to the Douglas Bridge; plant trees and flowers.

Action Plans

Participants identified the following Short-, Mid-, and Long-Term Actions that could be explored as ways to strengthen the positive attributes of downtown Juneau and address the challenges to achieve the 20 / 20 Vision.



One vision of an enhanced waterfront

Waterfront and Harbors: SHORT-TERM ACTION PLAN (Within One Year)

Action	Comments and Responsibility	Cost	Status
Planning			
Revisit Gold Creek development.	See Housing (5 Years or more) Action section. <i>Responsibility: CBJ Assembly, Docks & Harbors Board, Parks & Recreation Dept., Community Development Dept.</i>		CBJ Docks and Harbors Board is interested in this property.
Get rid of banners; leave flags seasonally.	The Historic District downtown was originally established as the area designated for banners. Now they have spread all over town. The appropriate area for banners needs to be examined and determined. <i>Responsibility: CBJ Parks & Recreation.</i>		CBJ Docks & Harbors Board intends to be more involved in banners and signage on waterfront.
Start hazard analysis.	An engineering analysis of Marine Park is needed. The piling section is fine, but the section with gabions is calving. <i>Responsibility: CBJ Harbors Dept., Public Works Dept.</i>		No analysis is currently underway.
Government Policy/Staffing			
Flowers, litter pickup, more trash cans, more safety rails.	<i>Responsibility: CBJ Harbors Dept., Docks & Harbors Board, Parks & Recreation.</i>		CBJ Harbors Dept. is expanding its role in litter and trash pick up.
Control light pollution (small boats are hard to see with the bright lights of the city).	<i>Responsibility: CBJ Harbors Dept.</i>		CBJ Harbors Dept. will begin to switch to high-illumination / low-glare lights on waterfront.
Permitting/Code Compliance			
Negotiations of fill permits; waste rock from AJ Mine.	The AJ Mine project, now canceled, would have generated considerable rock as a byproduct when the mine was being developed. This "waste" rock would have been available to Juneau users or barged to other Southeast communities. <i>Responsibility: CBJ Public Works Dept., Harbors Dept.</i>		

Waterfront and Harbors: SHORT-TERM ACTION PLAN (Within One Year)

Action	Comments and Responsibility	Cost	Status
Expand waterfront vendor permits.	CBJ Docks & Harbors Board and Dept. have assumed responsibility for vendor permits. <i>Responsibility: CBJ Harbors Dept., Docks and Harbors Board</i>		The Board & Dept. have begun a review of the vendor regulations with plan to refine them for 1998 and beyond.
Information/Communication Improvements			
Go to Harbor Board meetings.	<i>Responsibility: General Public.</i>		CBJ Docks & Harbors Board plans to initiate public relations/marketing campaign to increase public awareness and involvement.
Structural Solutions			
Start dredge and fill expansion of Douglas Harbor.	Douglas Harbor improvements could perhaps be considered in conjunction with near-term AK DOT & PF project to upgrade Savikko Drive with federal funds. <i>Responsibility: CBJ Harbors Dept., Docks and Harbors Board; CBJ Public Works Dept., ADOT&PF.</i>		CBJ Docks & Harbors Board and Dept. have Douglas Harbor expansion as their No. 1 CIP priority for Harbors and are aggressively seeking design and construction funding.

Waterfront and Harbors: MID-TERM ACTION PLAN (One to Five Years)

Action	Comments and Responsibility	Cost	Status
Planning			
Complete entire Master Plan for waterfront (Seawalk, Gold Creek).	Responsibility: CBJ Assembly, CBJ Parks and Recreation Dept.		CBJ Docks & Harbors Board intends to be actively involved in Seawalk planning and development.
Structural Solutions			
Finish expansion of Douglas Harbor.	The launch ramp at the Douglas Harbor also needs reconstruction, perhaps with some use of federal Dingell-Johnson funding. Also, all area harbors need more parking space, in part to accommodate summer charter fleet employees. Responsibility: CBJ Harbors Dept., Docks and Harbors Board, Public Works Dept., ADOT&PF.		CBJ Harbors Department No. 1 CIP priority for harbors.
Gold Creek fill project underway (permits / planning).	See Housing Action Section (5 years or more). Responsibility: CBJ Assembly, CBJ Community Development Dept.		
Repair and maintain existing harbors.	CBJ Docks & Harbor Master Plan addresses major maintenance and repair of existing harbors. Responsibility: CBJ Harbors Dept, Docks and Harbors Board, Assembly.		
Aurora, Douglas, and Harris Harbors should all have completed bathroom & shower facilities.	Responsibility: CBJ Assembly, Docks and Harbors Board, CBJ Harbors Dept.		Harris Harbor facilities will be completed in 1997. Other harbors require major sewer development.
Marine repair facility and major haulout.	The Docks & Harbors Board recognizes the need for better boat repair facilities. Responsibility: CBJ Assembly, Harbors Dept., Docks and Harbor Board.		CBJ Docks & Harbors Master Plan incorporates possible marine facilities development into a Gold Creek plan.

Waterfront and Harbors: LONG-TERM ACTION PLAN (Five Years or More)

Action	Comments and Responsibility	Cost	Status
Planning			
Develop marine facilities.	<i>Responsibility: CBJ Assembly, Harbors Dept., Docks and Harbors Board.</i>		
Information/Communication Improvement			
Educational, interpretive youth activity.	<i>Responsibility: CBJ Assembly, Docks and Harbors Board, Parks and Recreation Dept.</i>		
Structural Solutions			
AMHS - tall ship berth with educational facilities.	<i>Responsibility: ADOT&PF.</i>		

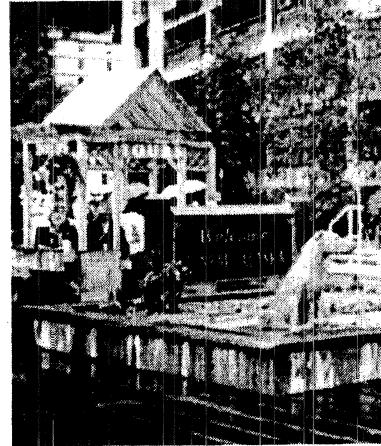
Juneau supports a year-round and diversified visitor industry of which residents can be proud. Visitors feel that their experience in Juneau is culturally and historically unique and they want to return. Benefits and impacts of tourism are spread throughout the community. Although the majority of visitors will still arrive during the summer months, the industry will be fully diversified into a year-round calendar of events and activities. Residents continue to be known for their hospitality and friendliness. Governments, businesses, and citizens cooperate in evaluating and developing the industry. The visitor industry enhances the livability and viability of downtown Juneau.

The Participant Perspective

Participants' comments and perceptions are presented, and may not accurately reflect current conditions.

Prouds -- Juneau has been voted the fifth most popular port in the cruise ship industry. The view of Juneau from cruise ships coming to port is spectacular. Residents of Juneau are friendly and helpful toward visitors. In return, the visitor

industry provides support for local events including youth and group activities and creates jobs for young people. Some people look to the influx of tourists and legislators as indicators of changing seasons ("...Juneau's own version of leaves changing color...").



Regrets -- The concentration of cruise ship related industry has driven other local businesses out of downtown and big companies are coming in and gaining control of the tourist trade. There is a five-month profit syndrome, with many businesses closed the rest of year, resulting in the creation of a "tourist shop ghetto." Some felt the tacky-tacky development makes Juneau no different from other tourist destinations and the community hasn't learned from others' mistakes. As tourism becomes more corporate, rents and land prices increase and the money leaves the community. Locals avoid the downtown area during the summer because it is more crowded with tourists. Downtown is becoming a theme park ("Disneyfication"). Not enough Native culture

activities are provided to tourists. Focusing on cruise lines rather than independent tourists is short-sighted and a longer view is needed. There are too many helicopters which add to the noise level. Nothing seems off-limits to commercial tourism operators.

Trends -- The city reacts to whomever is "in their face at any given point in time": tourism is a current issue. Juneau will reach a visitor carrying capacity (note: the carrying capacity of Juneau needs to be defined), particularly if access is improved ("the tidal wave of Southeast Alaska visitors has just begun"). Cruise ships will be bigger with higher capacities and there is still projected growth in passengers among the cruise ship lines. The length of stay and resulting spending in Juneau may also increase. However, some participants worried that some tourists believe the residents are here to make money from them, rather than to share the Juneau experience. A growing trend exists in recreation activity-related tourism and more individual visitors. With increasing diversity, the tourism season will last longer. High-end and low-end tourist shops will proliferate.

More Thoughts on the Subject

The seven focus groups, meeting on September 11 through 13, 1996, also raised the following issues related to tourism and visitors:

Infrastructure: Need for additional camping and RV parks; develop Seawalk, and expand its opportunities and attractions.

Government: Determine carrying capacity for tourism; "Untheme" park Juneau- make it a real place; enhance Civic Center downtown.

Education, Culture, and Entertainment: No tourism related issues were identified.

Visitor Industry: Create off-season visitor markets (e.g., skiing packages); increase accessibility to and around Juneau (improving access to the airport, road connection to new areas in Juneau, second Channel crossing); airline competition/choice; public image of visitor industry; need for consolidated visitor/convention information center.

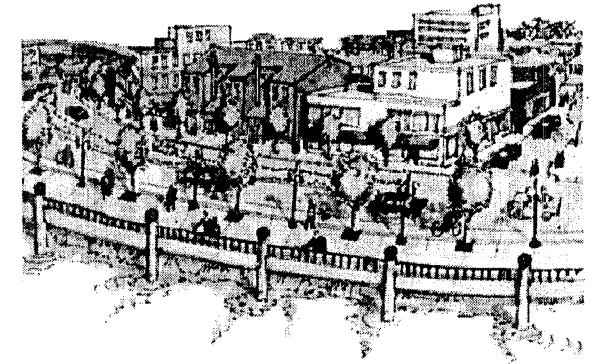
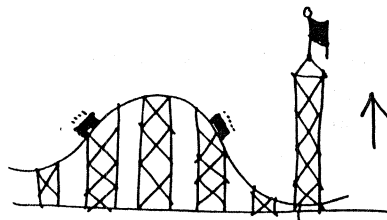
Business Community: Disperse tourism throughout downtown area.

Residents: Waterfront maintained as public space, accessible to residents and tourists; tourism industry with dignity; do not Disneyland / theme park Juneau; less helicopter noise.

Waterfront, Ports, and Harbors: Revisit Gold Creek development; maintain commercial viability of waterfront; theme but not theme park.

About 100 Juneau-Douglas High School students reviewed the draft vision in November, 1996 and raised the following issues:

Students: Develop more year around activity; need walkways and bike paths.



One vision of an expanded Seawalk along the waterfront.

Action Plans

Participants identified the following Short-, Mid-, and Long-Term Actions that could be explored as ways to strengthen the positive attributes of downtown Juneau and address the challenges to achieve the 20 / 20 Vision.

Tourism and Visitors: SHORT-TERM ACTION PLAN (Within One Year)

Action	Comments and Responsibility	Cost	Status
Planning			
Develop action plans for year-round tourism.	Responsibility: CBJ Assembly, JCVB, Alaska Visitors Assn., Alaska Tourism Marketing Council.		Eaglecrest has started promoting itself more widely as a ski destination.
Government Policy/Staffing			
Establish a carrying capacity.	Establishing a carrying capacity for tourism activities in residential zones was a priority recommendation of the Tourism Working Group in 1996. Responsibility: CBJ Planning Commission, Community Development Dept., Assembly, JCVB, tour operators, public.		Winter 1996-97 CBJ efforts at developing a "recreational use permit" to be issued by Comm. Dev. Dept. are on hold until after the 1997 tourist season. In April 1997 the TWG conducted neighborhood meetings to air concerns and focus tour operator self-regulating efforts.
Insist that ships dock on the northern dock.	Berthing and moorage is based on maritime and facility considerations. While CBJ dockage and water rates are the same at both Steamship Wharf (northern) and Ferry Dock Wharf (southern), the Ferry Dock is more expensive to use because of the adjustable transfer bridge. Ships still prefer the southern dock because it is easier to maneuver, deck elevation is lower, the transfer bridge is available, and parking is better. Responsibility: CBJ Harbors Dept., Docks and Harbor Board, Assembly.		CBJ Docks & Harbors schedules docking to accommodate maritime conditions, facility availability, and cruise ship needs.
Increase advertising and marketing for independent travelers.	This suggested action may conflict with action item addressing the need to establish a carrying capacity, unless the marketing focus is directed at the spring/fall/winter shoulder seasons. Responsibility: CBJ Assembly, JCVB, Alaska Visitors Assn., Alaska Tourism Marketing Council.		Eaglecrest has started promoting itself more widely as a ski destination.
Enforce public drinking and drunkenness laws.	In 1996, CBJ police had more hours walking foot patrols downtown. CBJ Health & Social Services Dept. has Silver Bullet van providing nighttime assistance on the streets. Responsibility: CBJ Police Dept., Health & Social Services Dept.		

Tourism and Visitors: SHORT-TERM ACTION PLAN (Within One Year)

Action	Comments and Responsibility	Cost	Status
Structural Solutions			
Increase vehicle access to the Marine Park.	CBJ Docks & Harbors regulates vehicle access to Marine Park. Considerable reconstruction would likely be necessary to accommodate more vehicles at Marine Park. <i>Responsibility: CBJ Harbors Dept.</i>		Planning for more vehicles is not currently underway.
Information/Communication Improvements			
Better signs on Juneau's historical sites.	<i>Responsibility: CBJ Design Review Board, Downtown Business Assn., Gastineau Historical Society.</i>		

Tourism and Visitors: MID-TERM ACTION PLAN (One to Five Years)

Action	Comments and Responsibility	Cost	Status
Planning			
<p>Develop the Support area; green plaza, not T-shirt shops.</p>	<p>This waterfront property is owned by the Alaska Mental Health Trust Authority, which is established to generate property income for trust beneficiaries. Current agency tenants have been given short-term (3-5 year) lease renewals and must relocate their facilities from the Support.</p> <p>Responsibility: CBJ Manager, Planning Commission, Assembly, Mental Health Trust Authority.</p>		<p>The Mental Health Trust Authority is interested in working with the Juneau community as it explores possibilities for the Support area. The CBJ Docks & Harbors is involved in discussions regarding the adjacent U.S. Coast Guard wharf.</p>
<p>Use police station for more appropriate use.</p>	<p>The downtown real estate market will likely determine how the privately-owned building is used after the police move to the new police station.</p> <p>Responsibility: private landowner, CBJ Assembly.</p>		<p>New police station is scheduled to be completed in 1999.</p>
Structural Solutions			
<p>Build a cruise ship dock farther north.</p>	<p>Responsibility: CBJ Harbors Dept., Docks and Harbors Board</p>		
<p>Bike path and public use areas along the waterfront.</p>	<p>Seawalk sections are generally in place along CBJ-owned waterfront. Attention needs to be directed at private and federally-owned waterfront segments.</p> <p>Responsibility: CBJ Harbors Dept., Docks and Harbor Board, Parks and Recreation Dept.</p>		<p>As part of Thane Rd reconstruction, private landowner considered donation of waterfront for public Seawalk generally by Taku Fisheries, but public funding is sought for Seawalk construction.</p>
Incentive Programs			
<p>Shuttle tourists to northern part of dock at Marine Park.</p>	<p>Another aspect is the transport of cruise ship crews, which occasionally overwhelm Capital Transit buses stopping at the Cruise ship Terminal dock.</p> <p>Responsibility: Private businesses, Downtown Business Assn., AK Visitors Assn.</p>		<p>Two private trolleys currently shuttle tourists along the downtown waterfront/business area. Cruise ship van transports crews to some extent.</p>
<p>Low-interest loans, tax breaks, business plans: development assistance for small local businesses.</p>	<p>Responsibility: Juneau Economic Development Council, private banks, CBJ Assembly (Finance Committee).</p>		

Tourism and Visitors: MID-TERM ACTION PLAN (One to Five Years)

Action	Comments and Responsibility	Cost	Status
Government Policy/Staffing			
Preferential access for small local business.			

Tourism and Visitors: LONG-TERM ACTION PLAN (Five Years or More)

Action	Comments and Responsibility	Cost	Status
Planning			
Increase recreational development along waterfront.	Responsibility: CBJ Parks and Recreation Dept. Advisory Committee, CBJ Docks & Harbors Board and Dept.		
Structural Solutions			
Move City Hall and turn building into more appropriate facility.	Moving CBJ employees from downtown would probably not be a popular decision with downtown merchants. Questionable whether voters would support the financing for another CBJ facility in the near future. Responsibility: CBJ Assembly, voters.		No planning efforts are currently underway.
Government Policy/Staffing			
Local government-tourism industry partnership for long-term transit system.	Responsibility: JCVB, Alaska Visitors Association, Capital Transit.		

BALANCING NATURE AND DEVELOPMENT

Economic development is balanced with nature and quality of life. Juneau encourages and fosters sustainable value-added, non-polluting economic development with natural settings and recreation opportunities. The balance between nature and development will preserve a unique Alaska / Southeast character and will provide for a peaceful and safe environment and a mix of opportunities for local residents.

The Participant Perspective

Participants' comments and perceptions are presented, and may not accurately reflect current conditions.

Prouds -- The natural setting makes Juneau unique ("it's like living in a postcard..."). There is an inter-relationship between the sea, the town, and the mountains. People appreciate the proximity of residential and commercial activity so close to an environment with minimal disturbance (the "natural scenic majesty"). It takes only a few minutes to be out of town and into nature. Logging has been limited in the area, protecting the viewsheds of downtown. Other green spaces have been kept, along with access to clean air and water. There are some basic physical limitations

on development that keep it at an appropriate scale.

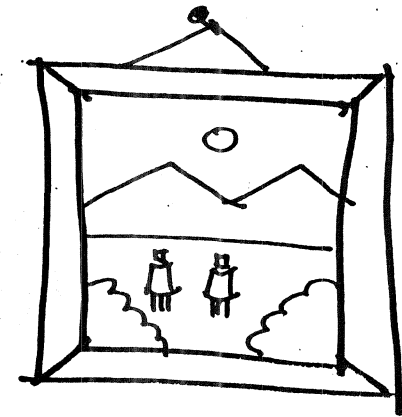
Regrets -- Some nature and its environment has been lost downtown ("Gold Creek put in a ditch..."). Particularly noteworthy is the loss of marine fish and wildlife along the waterfront. People fondly remember the indigenous trees that are replaced with imported "weird, short-lived plantings" during new construction projects. There is a lack of imagination when incorporating new construction and the environment with natural resources.

Trends -- As developable land becomes more difficult to find, more development will occur on less suitable and more hazardous lands. There could be a deterioration in the viewshed, particularly on the Douglas side of Gastineau Channel, and an environmental decline in the waterfront. Some see growth in resource development as a positive occurrence: others are not sure it will be good for the downtown area.

More Thoughts on the Subject

The seven focus groups, meeting on September 11 through 13, 1996, also raised the following

issues related to the balance between nature and development:



Infrastructure: Develop long-term, community energy strategy; think globally, act locally.

Government: No relevant issues were identified.

Education, Culture, and Entertainment: No relevant issues were identified.

Visitor Industry: Keep waterfront open/visible, maintain viewsheds, develop building guidelines, improve downtown aesthetics and beauty.

Business Community: No relevant issues were identified.

Residents: Responsive and responsible resource management (land use, water); balance nature and development; viability of living downtown, business services, and nature.

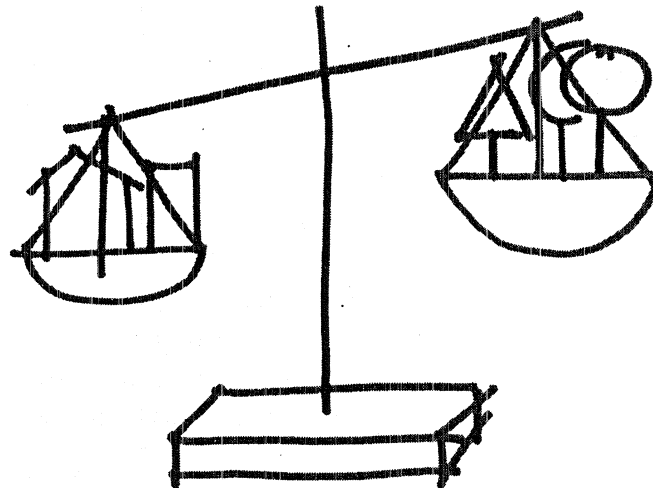
Waterfront, Ports, and Harbors: No relevant issues were identified.

About 100 Juneau-Douglas High School students reviewed the draft vision in November, 1996 and raised the following issues:

Students: Environmental conservation; more trees and planters downtown; develop Cope Park; promote Seawalk; restore fish to Gold Creek; more grass and a skate area for youth.

Action Plans

Participants identified the following Short-, Mid-, and Long-Term Actions that could be explored as ways to strengthen the positive attributes of downtown Juneau and address the challenges to achieve the 20 / 20 Vision.



Balancing Nature and Development: SHORT-TERM ACTION PLAN (Within One Year)

Action	Comments and Responsibility	Cost	Status
Planning			
<p>Get Comprehensive Plan and zoning laws in synchrony with this vision statement. Possibly revise zoning code (ratios in mixed zones).</p>	<p>The 20/20 Vision Report will be part of the information base used as the Comprehensive Plan and Land Use code are modified in the future.</p> <p>Responsibility: CBJ Community Development Dept., Planning Commission, Assembly.</p>		<p>With the revised Comprehensive Plan (effective 12/96), Comm. Dev. Dept is doing staff work to update borough wide zoning.</p>
<p>Use community development funds from the Tongass National Forest towards developing sustainable diversified economic opportunity.</p>	<p>JEDC, acting on behalf of the CBJ Assembly, solicited development proposals. Selection criteria include a provision for proposals that foster sustainable development.</p> <p>Responsibility: Juneau Economic Development Council, CBJ Assembly.</p>		<p>Based on JEDC recommendations, the Assembly approved funding of three projects in early 1997. Two other projects were funded in August 1997.</p>
<p>Start study of noise pollution problem.</p>	<p>Responsibility: CBJ Docks & Harbors Board and Dept., Planning Commission, JCVB, tour operators.</p>		<p>CBJ Docks & Harbors will increase its role in waterfront noise reduction.</p>
<p>Revisit Gold Creek issues.</p>	<p>See previous comments under Housing, Pedestrian Access & Movement, and Waterfront & Harbors action plans.</p> <p>Responsibility: CBJ Parks and Recreation Dept., Harbors Dept., Community Development Dept., Planning Commission, Assembly.</p>		
Government Policy/Staffing			
<p>Take action on proposals already in process that work towards the vision.</p>	<p>Responsibility: The community, CBJ Assembly, Planning Commission.</p>		<p>Ongoing.</p>
<p>Push Seawalk.</p>	<p>See previous comments about Seawalk under Pedestrian Access & Movement and Tourism & Visitors action plans.</p> <p>Responsibility: CBJ Docks & Harbors Board and Dept., Parks and Recreation Dept.</p>		<p>Action is needed on non-CBJ owned parcels along the waterfront.</p>

Balancing Nature and Development: SHORT-TERM ACTION PLAN (Within One Year)

Action	Comments and Responsibility	Cost	Status
Maintain Design Review Board and review standards.	<i>Responsibility: Design Review Board, CBJ Comm. Development Dept., CBJ Assembly, Planning Commission.</i>		Design Review Board, working with Comm. Dev. Dept. Staff, is clarifying and streamlining design standards to submit to the Planning Commission and Assembly for action in 1997.
Promote neighborhood associations.	Neighborhood associations can now register with the City Clerk and receive Assembly and Planning Commission agendas and notice about land use actions in their neighborhood. <i>Responsibility: CBJ Assembly, Planning Commission, CBJ staff.</i>		A neighborhood associations ordinance was adopted by Assembly in late 1996.
Permitting/Code Compliance			
Assure compliance with air pollution and noise regulations.	<i>Responsibility: AK Dept. of Environmental Conservation, CBJ Code Enforcement officers, CBJ Harbors Dept.</i>		Current system generally operates on the basis of complaints. CBJ Docks & Harbors will increase its role in waterfront air and noise regulations.

Balancing Nature and Development: MID-TERM ACTION PLAN (One to Five Years)

Action	Comments and Responsibility	Cost	Status
Planning			
Develop measurable indicators of progress for meeting vision goals.	This might be a task for ongoing community visioning efforts. <i>Responsibility: CBJ Assembly Strategic Policy Committee, Assembly, Planning Commission, public.</i>		
Identify growth boundaries and parameters (how much....).	<i>Responsibility: CBJ Planning Commission, Assembly, community.</i>		
Review long-range transportation plans for consistency with vision (e.g. Second Gastineau Channel Crossing).	<i>Responsibility: CBJ Assembly, Planning Commission, ADOT&PF.</i>		CBJ FY 1998 CIP funds an areawide transportation planning effort.
Alternate transportation system.	<i>Responsibility: CBJ Assembly, Planning Commission, ADOT&PF.</i>		
Green belts.	<i>Responsibility: CBJ Parks and Recreation Dept., Planning Commission, Community Development Dept.</i>		
Structural Solutions			
Move ahead on Gold Creek issue.	See previous comments under Housing and Waterfront action plans. <i>Responsibility: CBJ Assembly, Planning Commission, Parks and Recreation Dept., Docks & Harbors Board and Dept., Community Development Dept.</i>		
Construct wider sidewalks, bike paths, and covered bus stops, especially around new development.	<i>Responsibility: CBJ Assembly, Planning Commission, Parks & Recreation Dept., Public Works Dept.</i>		
Develop harbor facilities, cold storage; balance recreational boating and industry.	<i>Responsibility: CBJ Harbors Dept., Docks and Harbors Board</i>		The CBJ Docks & Harbors Master Plan (1996) examines these issues.

Balancing Nature and Development: MID-TERM ACTION PLAN (One to Five Years)

Action	Comments and Responsibility	Cost	Status
Government Policy/Staffing			
Preserve residential areas and zoning laws.	The revised Comprehensive Plan (1996) does not dramatically change existing downtown residential area and zoning. <i>Responsibility: CBJ Community Development Dept., Planning Commission.</i>		
Conduct outreach to other areas to foster sense of community - Valley, Douglas, North Douglas, Auke Bay.	<i>Responsibility: CBJ Assembly, Planning Commission, CBJ Manager, Community Development Dept.</i>		

Balancing Nature and Development: LONG-TERM ACTION Plan (Five Years or More)

Action	Comments and Responsibility	Cost	Status
Planning			
More playgrounds vs. parking lots.	<i>Responsibility: CBJ Assembly, Planning Commission, Parks and Recreation Dept., Public Works Dept., Community Development Dept.</i>		
Eliminate all cars on Front Street.	<i>Responsibility: CBJ Assembly, Downtown Business Assn.</i>		
School District/Education			
Neighborhood schools.	<i>Responsibility: Juneau School District.</i>		
Structural Solutions			
Scenic light rail.	<i>Responsibility: CBJ Assembly, Planning Commission, AK DOT & PF.</i>		
Bike paths.	<i>Responsibility: CBJ Parks and Recreation Dept., Public Works Dept.</i>		
Historic architecture.	<i>Responsibility: CBJ Planning Commission, Design Review Board, Community Development Dept.</i>		
Cross-country running & ski trails.	<i>Responsibility: CBJ Parks and Recreation Dept., Public Works Dept.</i>		
Government Policy/Staffing			
Youth opportunities.	<p>CBJ voters approved the dedication of a portion of the sale tax revenues to a Youth Activities Fund, which provides grants to a variety of youth programs in the community.</p> <p><i>Responsibility: Youth and families, CBJ Parks and Recreation Dept., Juneau School District, Mayor's Task Force on Youth, community, voters.</i></p>		

Balancing Nature and Development: LONG-TERM ACTION Plan (Five Years or More)

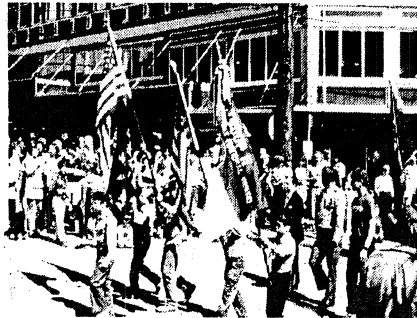
Action	Comments and Responsibility	Cost	Status
<p>Reduce adverse impact of tourism - limit hours and/or days for cruise ships.</p>	<p>The CBJ Tourism Working Group has been examining tourism benefits and impacts since 1995. A series of neighborhood meetings in Spring 1997 focused on tourism-related impacts on neighborhoods. A March 1997 survey of Juneau residents did not indicate strong support for a cruise-ship free day.</p> <p>Responsibility: CBJ Assembly, JCVB, Alaska Visitors Assn., tour operators, public.</p>		<p>In June 1997 the CBJ Assembly established a Tourism Advisory Committee to carry on and expand the efforts of the Tourism Working Group.</p>

Juneau is a model northern Capital City, linked to other northern cities worldwide and celebrating a strong sense of community and cultural diversity. Citizens have equal access and participate in making decisions for their community and will continue to work together to create the opportunities and maintain the values that make Juneau a special place to work and live.

The Participant Perspective

Participants' comments and perceptions are presented, and may not accurately reflect current conditions.

Prouds -- Juneau is a small friendly community, rich in history and cultural diversity. It has a personal touch in doing business and a strong sense of community. People like the sense of history and the stunning natural environment that surrounds them. People will sacrifice to make the community better and have voted temporary increases in sales tax for community improvements such as the swimming pool, Eaglecrest, and a new police station. There is



pride in public and private investment. Downtown has a safe feeling, and there is the knowledge that people are around who can help. A sense of tradition has been maintained, and the area has been cleaned up and landscaped over the last 10 years. Downtown Juneau is still a working, functioning user friendly community (Juneau feels like a well worn pair of slippers and a bathrobe...). "The town is not stressful and is easily accessible, gentle and funky." Other communities are searching for the attributes that Juneau has ("...we have the pieces to be a world class community").

Regrets -- Some participants expressed that the community is often divided and reactive

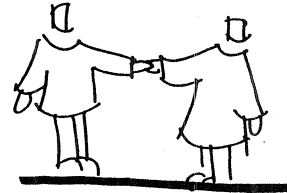
("...people respond to the hot buttons"). "The people do a good job at tearing something down, but are not so good at constructing." We can not look at the 50 year picture, and not get together for planning ("...lack

of focus and vision for where Juneau is going"). One participant commented that "Juneau can be a greedy town and decisions based on greed can make Juneau suffer and may lead to problems". One person said that Juneau used to be a

LIVABILITY AND QUALITY OF LIFE

friendlier town. "There is a lack of reward and protection for showing leadership."

Trends -- Some people are optimistic about Juneau's future, while others are not. Some believe that with no plan for the future, the status



quo will continue for downtown. Vocal opposition is expressed to any type of change, particularly to economic development ("...anti-development, anti-business, and anti-working class"). There is a perceived division in attitude between Downtown and the Valley. A better connection needs to be fostered. On the other hand, there are positive trends in awareness and a desire to not let things just happen. The city is getting a better handle on impacts and people and advisory groups are working together. There will be improvements in community spirit, neighborhood cohesion in solving problems, and creation of an "opportunity" climate.

More Thoughts on the Subject

The seven focus groups, meeting on September 11 through 13, 1996, also raised the following issues related to livability and quality of life:

Infrastructure: Public interest and participation need to increase.

Government: "Untheme" park Juneau-make it a real place; determine the carrying capacity for tourism; Identify and maintain characteristics that contribute to quality of life.

Education, Culture, and Entertainment: No relevant issues were identified.

Visitor Industry: Examine the pros and cons of road access to Juneau; city aesthetics.

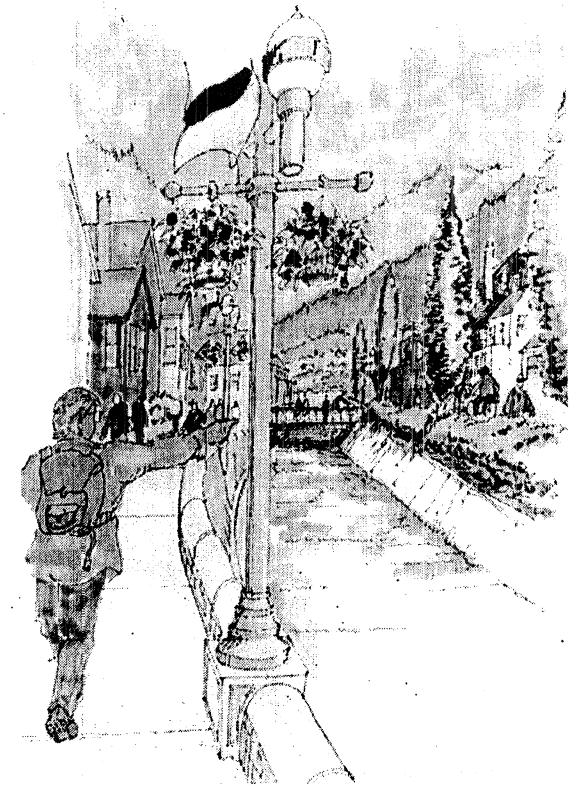
Business Community: Need to build better community cohesiveness (spiritual and civic).

Residents: Strengthen viability of living downtown: business services and nature; maintain security and safety.

Waterfront, Ports, and Harbors: No relevant issues were identified.

About 100 Juneau-Douglas High School students reviewed the draft vision in November, 1996 and raised the following issues:

Students: Need more festive downtown atmosphere; more activities oriented toward the community's youth; a downtown public market; road access to Juneau has both positive and negative impacts; less traffic downtown; eliminate gangs.



One vision of expanding pedestrian and bicycle pathways to enhance the quality of life

Action Plans

Participants identified the following Short-, Mid-, and Long-Term Actions that could be explored as ways to strengthen the positive attributes of downtown Juneau and address the challenges to achieve the 20 / 20 Vision.

Livability and Quality of Life: SHORT-TERM ACTION PLAN (Within One Year)

Action	Comments and Responsibility	Cost	Status
Planning			
Equity in access (physical): Seawalk completion, commercial deliveries, mass transit, docks (handicap-accessible), fishing at rock dump (handicap-accessible); access for all of greater Juneau.	<i>Responsibility: Assembly, CBJ Parks and Recreation Dept., Public Works Dept.</i>		
Government Policy/Staffing			
Winter pedestrian-friendly.	To encourage pedestrian traffic, in conjunction with mass transit and perimeter parking, it is necessary to be pedestrian-friendly <u>year-round</u> . <i>Responsibility: CBJ Public Works Dept., ADOT&PF.</i>		
Sense of community: vastly increased public participation-both citizens and politicians; maintain Sustainable Community Round Table; more communication from government to citizens; more neighborhood planning groups.	Neighborhood associations ordinance adopted in late 1996 provides neighborhoods notification of pending land use actions and Assembly/Planning Commission agendas. <i>Responsibility: general public, neighborhood associations, CBJ Assembly, Planning Commission, CBJ Manager, Community Development Dept., Downtown Business Assn.</i>		

Livability and Quality of Life: MID-TERM ACTION PLAN (One to Five Years)

Action	Comments and Responsibility	Cost	Status
Planning			
High density of development.	See previous comments under Housing action plans. <i>Responsibility: CBJ Community Development Dept., Planning Commission, Assembly.</i>		
Incorporate tree management in CBJ Parks & Recreation plan.	<i>Responsibility: CBJ Parks and Recreation Dept., Public Works Dept.</i>		
Redesign Gold Creek with fish habitat.	<i>Responsibility: CBJ Parks and Recreation Dept., Public Works Dept., ADF&G.</i>		
Winter recreation options: recreation systems planning, government defined funding, covered skateboard park.	<i>Responsibility: CBJ Parks and Recreation Dept.</i>		
Government Policy/Staffing			
Make Juneau an example of a northern showcase capital: economic, science, sustainable, technical base, commitment (personal) to invest, global competition.	<i>Responsibility: general public, neighborhood associations, CBJ Assembly, Community Development Dept., Downtown Business Association, UAS, JEDC.</i>		
Create arts district: humanities, opera house, mall, and galleries.	<i>Responsibility: general public, Juneau Arts & Humanities Council, Juneau artists.</i>		
Through ready access to public transportation, youth become independent, responsible, and curfew free.	<i>Responsibility: CBJ Capital Transit.</i>		The <i>Capital Transit Development Plan</i> examines the transportation needs of youth, among other users.
Information/Communication Improvements			
Embrace visitors to Juneau as year-round destination.	<i>Responsibility: JCVB, Alaska Visitors Association, tour operators, Alaska Tourism Marketing Council.</i>		Eaglecrest is now promoting itself more widely as ski destination.
Create visualization of proposals that allows for debate: fly-through visuals, 3D, virtual reality.	<i>Responsibility: developers, CBJ depts., ADOT&PF.</i>		

Livability and Quality of Life: MID-TERM ACTION PLAN (One to Five Years)

Action	Comments and Responsibility	Cost	Status
School District/Education			
Continue fish and wildlife educational opportunities among state and local agencies, university, and schools.	<i>Responsibility: Juneau School District, ADF&G, UAS, NMFS.</i>		
Structural Solutions			
Upgrade high school to integrate with community use; expand curriculum; new facility (renovation).	<i>Responsibility: Juneau School District, School Board, CBJ Assembly, voters.</i>		

Livability and Quality of Life: LONG-TERM ACTION PLAN (Five Years or More)

Action	Comments and Responsibility	Cost	Status
Incentive Programs			
Fulfill routine without car.	<i>Responsibility: personal</i>		

ECONOMIC VITALITY OF DOWNTOWN JUNEAU

The downtown business community provides a range of basic goods and services, restaurants, entertainment and lodging, which are appreciated by residents and visitors alike. Business owners take pride in their friendly service, and work hard to maintain the aesthetic beauty and unique historical character of Downtown Juneau. A diverse economy based on partnerships between government and private industry provides ample economic opportunities

of restaurants, entertainment opportunities, and downtown business services available. Businesses like Sealaska contribute to the aesthetics and landscaping; building exteriors are well-maintained. Friendly atmosphere, people out at lunch, vendors, smiling, little shops. The Downtown is still viable and alive, not a ghost town. There is economic diversity with state government, fisheries and mining.

Regrets -- "Not the vibrant downtown we used to have, can't buy basics downtown anymore..." There has been an out-migration of certain downtown businesses and a loss of Mom & Pop stores. People are sorry to see half the shops closed, there are gaps in types of businesses that are there (for example, no medical offices). Local businesses can't compete with Big Box stores; there is a trend for consumers to go for the cheapest price, forcing out small stores.



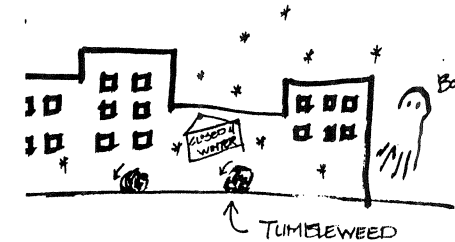
Other factors create difficulties for local businesses. Downtown parking is a problem for businesses and make it difficult to conduct business. Some members of the business community sense anti-resource

development, anti-business attitudes (e.g. the \$7.00 cruiseship passenger tax proposal in 1996

election). Others see unreasonable, burdensome city requirements on downtown redevelopment (design review, codes, parking requirements). Their reaction is: "why bother, I'll put my business in the Valley". Many new businesses are adopting a five-month profit syndrome ("carpetbagging, neo-colonialism business model"). There are still diverse businesses along Seward Street, but Franklin and Front streets are marginalized by the tourist shop "ghetto" further to the south.

Trends -- Some people predict a future sale of the downtown community to outside corporate interests, leaving a ghost town after business hours. There will be a greater proportion of businesses

closing in winter and profits going out of town. Changes in people's shopping



preferences, easy (Valley and Lemon Creek) parking, and "Big Box" will continue. One person felt that economic diversification won't occur. Other people see the private sector continuing to gain economic importance over government sector. There will be a creation of "opportunity" climate and growth in resource development.

The Participant Perspective

Participants' comments and perceptions are presented, and may not accurately reflect current conditions.

Prouds -- Downtown Juneau has familiarity: you can walk into a shop and people know you. It is a place where a person can encounter other merchants or colleagues and conduct business on the streets. Juneau has a personal touch for business coupled with strong sense of community. There are a variety

More Thoughts on the Subject

The seven focus groups, meeting on September 11 through 13, 1996, also raised the following issues related to the economic vitality of downtown Juneau:

Infrastructure: Keep hub activities downtown.

Government: Good services available in downtown; balancing functions of downtown and Valley, etc.

Education, Culture, and Entertainment: Establish public-private partnerships, plan for downtown, plan for external factors, develop action plans and follow through.

Visitor Industry: No relevant issues were identified.

Business Community: Encourage the AJ Mine.

Residents: Enhance viability of living downtown: business services and nature.

Waterfront, Ports, and Harbors: Maintain commercial viability (theme but not theme park).

About 100 Juneau-Douglas High School students reviewed the draft vision in November, 1996 and raised the following issues:

Students: More jobs for teens; provide entertainment and recreational choices. Encourage a downtown fair similar to the Haines fair.

* * *

During the September 14, 1996 public workshop, specific action plans were not developed for this vision theme. Workshop participants in attendance focused on other vision statements and action plans.

IMPLEMENTATION RECOMMENDATIONS

Introduction

The Juneau 20/20 Vision and associated action steps "represent the first step in shaping the future of downtown Juneau. Its direction and scale is dependent upon the City and Borough of Juneau (CBJ) and its decision-makers, downtown residents, and the business community to work cooperatively and take responsibility for making their vision of downtown happen." The recommendations presented in this document provide a guide for implementing the visions and actions put forth by the people of Juneau who participated in this process.

Intent In Implementing the 20/20 Vision

The 20/20 Vision Will Be Used as a Guide in Making Decisions, Not as a Mandatory Course of Action. The 20/20 Vision is a "snapshot in time" and a combination of perspectives developed by the dedicated people who participated in this process. There should be commitment to attain the visions presented in this document; however, it would be a mistake to adopt the vision as a "hold to this or else" document which may restrict flexibility for future actions. The CBJ Assembly should adopt the 20/20 Vision by resolution, with clear intent, including limitations, as to its use.

Implementation of the 20/20 Vision Is the Responsibility of All Public, Private and Citizen Groups and Individuals, Not Just the CBJ. This vision is the result of collaborative cooperation between different elements of the community. Similarly, implementation of the vision is the responsibility of all public, private and citizen groups and individuals, not just the CBJ (avoiding the "what have you done for me lately?" syndrome). It will take commitment, dedication of effort and funds, ownership, and pride to make this vision happen.

Short-Term Implementation Steps and Priorities

The CBJ Should Identify Specifically How the 20/20 Vision Will Be Implemented by Using it as a Day-to Day Reference in Municipal Decisions. There are specific action and decision-making opportunities (suggestions are made below) available to the Assembly, boards and commissions, and staff where the 20/20 Vision can be used as a guide or reference. Other community organizations and groups should also assess their responsibilities and range of actions, and commit to using the 20/20 Vision as a guide or reference. The Assembly and community organizations and groups could pick a short list of downtown priorities to work on in the short-, medium-, and long-term.

The Community, as a Whole, Should Consider Using Portions of the 20/20 Vision to Increase State of Alaska and Visitor Awareness of Juneau as a Community. Juneau suffers from a lack of understanding throughout other parts of the state and has not, to date, conveyed basic information on the character of the community. This has resulted in the erosion of support for Juneau as the Capital City. Juneau's efforts at supporting the capital function and its vision for the future should be more widely known. A strategic distribution of the Executive Summary could be used in generating support of Juneau as the Capital City.

Mid-Term Implementation Steps and Priorities

Revisit/Revise the 20/20 Vision on a Periodic Basis. The CBJ should consider a round of meetings every two to three years to review and revise the 20/20 Vision. In addition, action items in the Vision should be checked-off as having been accomplished, during the periodic review.

Potential Users of the 20/20 Vision

In the spirit that implementation of the 20/20 Vision is the responsibility of all public, private, and citizen participants (not just the CBJ), the following groups should consider the 20/20

Vision and action items when making decisions and preparing for the future:

CBJ

Assembly

Planning Commission

Various CBJ Boards and Committees

CBJ Departments and Staff

CBJ School District

Private Sector

Chamber of Commerce

Convention and Visitors Bureau

Downtown Business Association

Visitor Industry

Citizens

Neighborhood associations

Citizen groups (such as the Juneau Sustainable Roundtable, Rotary Clubs, environmental groups)

Student and youth groups

State Government

Office of the Governor

Legislature

Dept. of Transportation and Public Facilities

Range of Activities Where the 20/20 Vision Can be Used or Consulted During Decision Making

The following list of activities is meant to be used as examples where the 20/20 Vision can be applied or consulted when making decisions. Again, the key to effective use is to regularly refer to the Vision as a guide and reference, rather than as a mandatory document.

City and Borough of Juneau

1. Comprehensive plan update
2. Capital project identification and scheduling
3. Support of applications for state and federal grants
4. Park planning and acquisition
 - * greenbelts
 - * bikepaths
5. Historic property protection and redevelopment
6. Waterfront management issues
7. Transit and transportation plans
 - * transit routes and improvements
 - * airport improvements
 - * regional transportation plans (access to Juneau and capital)

- * harbor plans
- * pedestrian access improvements
- 8. Code modifications and revisions
 - * Zoning code
 - * Subdivision code
- 9. Day to day zoning code decisions (conditional uses, variances, rezoning, parking requirements)
 - * cited or referenced by staff
 - * cited or referenced by Planning Commission
- 10. Day to day condition of subdivision approvals (replats, lot consolidation, variances, street vacations)
 - * cited or referenced by staff
 - * cited or referenced by Planning Commission

Juneau School District

11. Capital facility programming
12. Facility reuse/evening use
13. Education programming
 - * In schools
 - * Continuing/adult education

* Education program programming

* Continuing/adult education

Chamber of Commerce

14. Promoting Juneau as the capital and visitor destination

15. Setting programs and priorities

Convention and Visitors Bureau

16. Promoting Juneau as a visitor destination

17. Setting facility and program priorities

Downtown Business Association

18. Promoting Juneau as the capital and visitor destination

19. Setting programs and priorities

20. Supporting downtown facility and beautification improvements

21. For individual projects that contribute to the vision as a whole (property improvements, beautification)

Visitor industry

22. Promoting Juneau as a visitor destination

23. Creating an industry that has the support of the community

Citizen and Groups

24. Establishing initiatives and neighborhood priorities

25. Addressing youth priorities

26. Individual projects that contribute to the vision as a whole (property improvements, beautification)

This section of the final report contains appendices, prepared by community groups, that supports this Vision project. For example, a report summarizing input from Juneau Douglas High School students is presented. Another contains special submissions by Juneau residents. The two examples received are by Peter McDowell, a focus group member (originally written in 1985) and Charles Meacham, a focus group participant who could not attend the scheduled September 1996 session.

Appendices

- A. Juneau-Douglas High School Student Input to the Vision Project (November 1996)
- B. Other Visions for Downtown Juneau
- C. Focus Groups' Notes (September 11-13, 1996)

JUNEAU DOUGLAS HIGH SCHOOL STUDENTS INPUT CAPITAL CITY VISION PROJECT

In November 1996, Ms. Jessica Etheridge, a senior in the Phoenix Program at JDHS, organized and facilitated a review of the draft Juneau 20/20 Vision report by four classes of high school students -- approximately 100 students in total. The draft vision and the visioning process were described to each class, and the students then reacted to the draft report and brain stormed additional ideas as action items which they believe would improve downtown Juneau. Issues raised by the students have been incorporated into the text for each vision theme in this report. The following notes present Ms. Etheridge's more complete summary of the student discussions and ideas from their visioning process as well as additional student ideas expressed during meetings with the Capital City Vision Project consultants and CBJ project manager on December 11, 1996.

I. Mrs. Crosby's 3rd Period Class

Vision Themes: Parking and Transit

Prouds	Library Parking
Regrets	The lack of parking space
Action Items	Build a parking garage for students and staff at JDHS Create a carpool lane Widen streets so you can park on both sides

Vision Theme: Waterfront and Harbors

Action Items	More trash cans Don't Expand Douglas Harbors without making it pleasing to the eye Possible Harbor out Thane Road
--------------	---

Continue to clean up the area past the downtown library to the new cruise ship docks

Continue the Seawalk to the Douglas Bridge

Continue to plant trees and plants

Businesses could donate plants

Establish a tourist tax to pay for solutions to waterfront and street congestion

Vision Theme: Education (Group I)

Regrets

The high school is not great!

Many teachers are too old and use ineffective teaching methods

Classrooms are overcrowded not giving students enough one on one with the teacher; wish there were more than one teacher in a classroom

Personal belongings are not safe in lockers because of theft

Not an adequate supply of computers for the number of students at the high school

No lunch room or room large enough to fit the students for lunch

No cafeteria and the school store has only a few lunch items that are very expensive

Not all the sports activities receive funding from the school but they still require an activity card

Action Items

Better heating on first floor because it is always cold

More windows and lighting to give school more light and brighten people's spirits

Repaint lockers so they all match and look nice

Create more parking for students

Build an overpass or connect former Marie Drake school and the high school

Develop more area outside of school to walk around and sit down

Better ventilation for the classrooms so it does not have lingering smells

Add on to high school over by swim pool where there is nothing

Raise required number of credits at school because it is lower than most schools so you need to do extra classes

Decorate the school with paintings and students art work so it is not so plain and boring

More student teachers; kids teaching kids

Get more trash cans to keep the school cleaner
Cleaner bathrooms
Need bigger school and more parking spaces
Provide a covered area between high school and Marie Drake
More chairs for classrooms and lunch area
More desks
Build a track area
Landscaping and outdoors area to sit down
Remodel swimming pool
Repaint the building so it looks newer and cleaner
Build better school spirit; get more teachers involved
Recreational center for kids to go and burn off energy

Vision Theme: Education (Group II)

Prouds We have open campuses
 Good advances in technology with the technology bond

Regrets The high school is overcrowded
 No parking

Action Items

Short-Term:

Get cafeteria, healthier food
Get rid of the cops in school, or have them lose the uniforms

Mid-Term:

More class choices

Long-Term:

Remodel high school, make bigger

Group Agrees - Community should work together to get done what is needed

Group Disagrees - What they are doing with the \$ for education

Vision Theme: Balancing Nature and Development

Prouds Living in Juneau is unique; it's liking living in a postcard

Regrets The loss of the marine fish and wildlife along the waterfront
We are isolated

Group Agrees - Environmental Conservation

Group Disagrees - We disagree with neighborhood school because of all the pollution we would be putting in the air and ground

II. Project 2000 3rd Period Class***Vision Theme: Livability and Quality of Life***

Action Items Less traffic downtown
Racing/cross-country track
More teen jobs
Dance and Culture Club

Vision Theme: Parking

- Action Items
- More frequent running transit system
 - More space between parking
 - Free parking for community

Vision Theme: Education, Arts and Culture

- Action Items
- Art needs to be geared for us, not for tourists
 - Need to extend school grounds
 - Need to deal with the school over-crowdedness
 - Need more youth participation in area-wide education decisions
 - Need to have more contact with School Board Members
 - Enough retail stores, but more recreational places for Juneau residents
 - Need to take more pride in Native Cultures
 - Need more funding for extra-curricular activities (especially the arts)

Vision Theme: Tourism and Visitors

- Action Items
- Walkways and bike paths with two lanes (faster, slower)
 - Agree with year-round tourism and waterfront dock should be built farther north

Vision Theme: Housing

- Action Items
- Provide housing for the homeless
 - Development of float housing
 - Separate housing from industrial environments
 - Industrial environment developed on mainland

Stop clustering low income housing, spread around city
Child care, by housing projects
Give no interest loans to small priced apartments
Need small efficiency apartments

Vision Theme: Balancing Nature and Development

Action Items More trees downtown and more planters
More trash cans
Push Seawalk (agree!)
Allow playgrounds, need more of them
Development of Cope Park
Scenic Light Rail
Cross-country ski, bike, roller blade, and skate trails
Limit tourist hours

Area-specific Items:

- Gold Creek Find solutions so all fish can come through
Make attractive, less pollution

- Marine Park Make covered area better
More grass to sit on
Skate area

- School Development of the school
Add campus with grass and flowers

III. Mr. Lehnhart's 3rd and 4th Period Classes

Vision Theme: Livability and Quality of Life in Juneau

- Action Items
- No more gangs
 - More parks with grass; more open space
 - Juneau Fair (similar to the Haines Fair)
 - A downtown public market; walk through like Pike's Market in Seattle
 - Make atmosphere more livable, crowded but friendly carnival

Vision Theme: Pedestrian Access and Movement

Action Items

Short-Term:

- Install bicycle racks on city busses for student mobility
- More lights in downtown Juneau for safety
- Renovate Marine Park with more benches, grass and bigger space

Mid-Term:

- More free parking
- Larger sidewalks

Long-Term:

- Construct up-lifted speed bump/cross walks
- Install moving sidewalks
- Install a skate park downtown so youth can get out of the way of tourists
- Construct a second crossing downtown to Douglas

Vision Theme: Parking

- Action Items
- School parking garage
 - Widen streets
 - Carpool
 - Construct parking at the edges of downtown with quick shuttles

Vision Theme: Pedestrian Access and Movement

- Vision
- Need a system that is user friendly to residents and their vehicles
 - A car-free area seems to be geared toward tourists rather than residents

- Action Items
- Include separate pedestrians and wheeled lanes on the Sea walk (provide for bikes, roller blades, etc.)
 - Extend a walkway to Twin Lakes because not enough parks downtown
 - Give walkways trail lights instead of overhead lights
 - Have city busses extend their route to North Douglas and Auke Bay
 - Add bike racks to buses as a way to use buses more along major routes

Vision Theme: Livability and Quality of Life

- Action Items
- There shouldn't be a road to link to other cities:
 - Cost too much
 - Crime rates will rise
 - Keep trademark of Juneau
 - More people would ruin quality of life

Vision Theme: Juneau as the Capital City

Vision In the future Juneau as the capital city should be:

- Easily accessed by other communities
- Have facilities up to date and easy to use
- Should be a major part of surrounding issues
- Welcome new ideas and changes
- A place people want to come to
- Enhanced capital campus
- Variety of interactive technologies
- Keep up the historical heritage for increasing tourism

Action Items**Short-Term:**

Keep Juneau well developed, clean, up to date with new technology, open to new ideas, and a place easily accessed by other communities.
A place people will appreciate visiting

Vision Theme: Education**Action Items****New School:**

- Unnecessary if Marine Drake building integrated into JDHS facility to make better use of that space; also take over AK Marine Highway building
- More teachers in classrooms
- More technology
- More room; expand existing high school onto a wharf over channel
- Efficient heating
- Grassy area (campus)

More natural light

More murals painted by student artists

More extra-curricular activities

Skate park

More \$ for arts program

School related organizations

Vision Theme: Housing

Action Items

Short-Term:

Provide housing for homeless people

Mid-Term:

Development of float housing

Long-Term:

Separate housing from industrial environments

Industrial environment development on mainland

Vision Theme: Education, Arts, and Culture

Action Items Recreational Center (hockey, ice-skating, skateboarding, roller blading) provides the ability to have inter-city teams

Need Native Museum

We should not have a new high school but remodel the one we have

Short-Term:

New lockers

Integrate computer skills into the regular classroom as in Phoenix Program

Long-Term:

Tear down Marine Highway System building to make real campus

Performing arts center

Vision Theme: Tourism and Visitors

Action Items

Students Agreed about:

- Head tax to have \$ to maintain downtown facilities
- Build a new cruise ship dock
- More shops
- More of a year round activity; more attention to shoulder season

Students Disagreed among themselves about:

- Capping (not letting anyone else in)
- Moving City Hall

Vision Theme: Juneau as the Capital

Prouds Flower baskets, parks, repainted buildings, murals, and historical neighborhoods

Regrets Parking, housing, crowded, lack of architecture

Trends Moving jobs to Anchorage
 State offices spread all over

Action Ideas Encourage visits to Capital from other parts of state
 Continue advances in technology
 More accessible technology; rural access to Legislature
 More Housing for legislators
 All government offices in central location
 Public art; sculpture
 Entertainment choices

Recreational choices

Limit the number of cheap condominiums built (poorly designed and look bad)

End of Appendix A

OTHER VISIONS FOR DOWNTOWN JUNEAU

During the course of the Capital City Vision Projects, some residents submitted written visions of their own for Juneau. These are included in this appendix.

1 **CHARLES P. MEACHAM**
533 MAIN STREET
JUNEAU, ALASKA 99801
(907)463-3335

September 10, 1996
Dennis Egan, Mayor
155 South Seward Street
Juneau, Alaska 99801

Dear Mayor Egan:

Thank you for allowing me to assist you and the Assembly in creating a vision for downtown Juneau. Unfortunately, I will be out of town during this first round of meetings. Please accept this written vision statement in place of my participation in the Capital City Vision Project focus group dealing with **Waterfront, Ports, and Harbors**. A copy of this correspondence has been provided to Gretchen Keiser.

While I will not be able to participate in the group dynamics where the really good ideas will probably surface, I hope that some of the elements of my vision of Juneau as Alaska's capital city and my home town will contribute to the process.

My ideal vision of the Juneau waterfront in 2020 includes the following elements:

Sea-walk/Coastal Trail: A continuous, relatively wide, sea-walk extends from the rock dump area to the end of Aurora Harbor. This sea-walk will connect a narrower bike/walking path that extends generally along the coast from Sheep Creek to the Mendenhall River Bridge. This coastal trail provides access to Sheep Creek, the Sheep Creek trail, a new small boat harbor at the rock dump, a visitor center associated with an operating AJ mine, downtown waterfront amenities, an underpass to the new Capitol building on telephone hill, Harris and Aurora boat harbors, DIPAC hatchery, a nature trail along salmon creek extending to the Salmon Bake, Twin Lakes recreation area, Mendenhall wetland including an expanded boardwalk on to the flats, the airport area, and a connecting bike/walking trail to the Glacier. Nearly all road crossings would be by overpass or underpass. Considerable signage is installed both for directional purposes and for identifying places and points of interest

Water Taxi: A water taxi system operates between Juneau and Douglas with stops including the Marine Park float dock, Harris Harbor, the town of Douglas, and the AJ Mine visitor center and new small boat harbor at the rock dump where an active sport fish charter boat business is located. Service is provided every 30 minutes during the summer. This is a water taxi system using multiple boats and is not a tour,

although some passengers may well make a circuit (1 hour?) simply for the waterfront view.

Waterfront Housing/Boat Harbor: A new small boat harbor now exists near the rock dump. This harbor accommodates commercial and pleasure boats. An active charter boat fleet also operates out of this new harbor. Most interesting, however, is the upscale houseboat community that is accommodated by specially designed docks providing electric, water, and sewer service to 200 larger resident houseboats. Douglas Harbor was dredged and also redesigned to accommodate additional vessels, including 50 houseboats.

Waterfront Land Status/Occupancy Changes: The 1996 Juneau cruise ship master plan for the area adjacent to the Tram has been fully implemented with an expanded dock area and new visitor center. The National Marine Fisheries Service and Coast Guard facilities will have been relocated to Indian Point (Auke Cape). The newest and final cruise ship dock for downtown Juneau is now located here. The support building and National Guard Armory across the street have been relocated. The Alaska Department of Transportation facility between the Alaska Fish and Game office and the bridge to Douglas Island has been replaced by a Department of Fish and Game nature display and a native culture center.

Historic Preservation: Residents and visitors will be able to touch and experience the history of the founding days of Juneau because of efforts focused to preserve the historic character of existing waterfront and downtown buildings and ensure that new construction in that area are in keeping with this historic theme.

Juneau's mining heritage is captured by waterfront statuary, the preservation of the historic ore processing remains on the mountain side and an historic mining display and underground tour associated with the reopened AJ mine visitor center.

Juneau's fishing heritage is displayed by maintaining a mix of commercial and pleasure boats in our harbors, expanded commercial fish landing and processing facilities on the waterfront, a small "Seattle Pike's Street"/"San Francisco Fisherman's Wharf" type fish market/restaurant complex where local fishermen sell some of their catch to residents and visitors. Shore-based sport fishing areas are located near the mouth of Gold Creek, on the water side of the Alaska Department of Fish and Game building, and in the area of the former DOT building near the base of the bridge.

A Native Alaska culture park is located on the former DOT site adjacent to the Department of Fish and Game building and the bridge to Douglas Island. Activities at this site include totem carving, canoe building, and handicraft demonstrations. There are numerous interpretive signs explaining salmon life history and the importance of a clean ocean and stream environment. Pictures and signage explain the history of subsistence, commercial, and sport fishing in Alaska. An operating fish trap is used and salmon are cut, smoked, and dried. A nearby area is set aside for sales of native handicraft and smoked fish.

Without the benefit of group stimulus, I am afraid my vision is fading. I really do wish that I could have participated in person - hopefully next time. In my absence, I hope these thoughts have been helpful to your mission. Good Luck!!

Sincerely,

Charles P. Meacham

cc Gretchen Keiser

2 A VISION OF JUNEAU

I have a vision of Juneau as the Capital of a unified state of many diverse places and peoples. Not just a single time zone, but also:

- A single, shared concern for the future.
- A single, unified political culture, and
- A single, unified political economy that recognizes and capitalizes on the interdependence of our urban and rural places, governments, and private sectors.

I have a vision of Juneau as one of the leaders in the "Alaskan Partnership":

- A bond among races and places that is sometimes strained, but always foremost in what it means to be a part of this community.
- A people who strive for excellence in every endeavor and caring and tolerance in every relationship, and
- Alaskans who pursue their individual aspirations in a framework of values that understand our ethnic differences, not as a basis for separation, but for the distinction that celebrates the different religions, dances, languages, cultural beliefs, and unique heritages of all our peoples.

I have a vision of Juneau as a hotbed of a renewed spirit of voluntarism:

- Where the United Way and other private agencies do more to provide for the least among us than government, and
- Where we honor our obligation to share our wealth through private giving - the model for Juneau throughout its history of unselfish caring for our neighbors.

I have a vision of Juneau as a place where we never take for granted our natural environment, where we hold it neither as an inviolate treasure nor an economic cornucopia, but as a sacred trust to benefit our psychic and temporal needs for the longest possible time for the greatest number of us.

I have a vision of Juneau as a place where our public affairs at every level are conducted with the highest standards of morality, honesty, and ethical conduct, and our public officials are held to consistent, constant standards for judgement and accountability.

I have a vision of Juneau as a place where our public and economic leaders give new life to our city's long-standing partnership that encourages new directions for our economic growth:

- Recognizing that we must continually strive to be the best government center possible, in order to maintain our basic economic role as a center of State, regional, and federal government services.
- Recognizing that private/local/State actions and investments can build Juneau's role as a regional center/entrepot for the northern parts of Southeast Alaska.
- Recognizing that the same combination is the key to an enhanced visitor (tourists and conferences) industry, that no one sector can do it alone, but all three can make it happen if their actions and investments are part of a unified strategy, and
- Recognizing that we already know enough about Alaska's economic and political future to begin the process of shared planning for that future.

I have a vision of Juneau where the leaders of our business, government, and nonprofit communities form the JUNEAU

PARTNERSHIP - a blue ribbon task force, men and women of vision:

- Whose challenge will be to help Juneau plan for declining State government largesse as State revenues shrink from declining North Slope oil production as well as lower world prices for crude oil, and
- Whose challenge will be to help Juneau plan for the eventual shift of State legislative power (the power of appropriation) to South central Alaska following the 1990 census.

Finally, I have a vision of Juneau:

- Where our political leaders have helped add bright, new squares to our Centennial patchwork quilt,
- Where our political leaders have helped shape and build Alaska's most precious and valuable renewable resource, our people,
- Where we have a rich, colorful, diverse caring, compassionate people - a society that matches Juneau's mountains and natural splendor, and
- Where others seek to emulate us, and strongly desire to visit and experience as splendid and unique place for the growth of human and economic capital.

Peter McDowell
c. 1985

End of Appendix B

NOTES FROM CAPITAL CITY VISION PROJECT FOCUS GROUPS

During the period September 11 - 13, 1996, seven focus groups comprised of local residents met to consider the future of downtown Juneau from their different perspectives. Much of their work is embodied in the eleven different vision themes under "Prouds", "Regrets", "Trends", and "More Thoughts on the Subject" sections. The following material comes directly from the ideas and comments generated by focus groups and recorded on flip charts during their sessions. The CBJ Community Development Department staff performed minor editing for clarity.

The visual "notes" found throughout the 20/20 Vision Report were drawn by Mr. Christopher Mertl, Jensen Yorba Lott Inc., and the originals are available at the CBJ Community Development Department.

Infrastructure

Focus Group

I. Prouds -- What are you most proud of about downtown Juneau? What do you value and cherish? What works really well?

- * Entry into downtown slows people down, see the sights, absorb surroundings, brings you into a neighborhood.
- * European feel, pedestrian oriented, and face to face interaction (not vehicle); likes narrow streets, scenic backdrop with cosmopolitan feel, and unique intimacy.
- * European feel (need french bakery...) Ability to walk to work; neighborhoods in proximity to work and wilderness.
- * Downtown is self contained; walk and bike anywhere and get everything.
- * Community of separate distinct neighborhoods; diversity is a plus.
- * Architecture and historic atmosphere.
- * Like the sense of history that can be seen visually.
- * Diversity in architecture, people and businesses.
- * Cultural feeling and diversity downtown.
- * Proximity of natural environment with minimal disturbance.
- * Close hiking and boating access.

- * Protected view sheds of downtown; limited logging.
- * Height limits and some of the planning codes.
- * Underground utilities.
- * Natural scenic majesty, can do everything on foot, European feel, lends itself to retirement lifestyle, very cosmopolitan.
- * Variety of restaurants and entertainment opportunities, even though some are inadequate.
- * Library with good hours and view.
- * Library as a focal point, used by the community makes the parking garage work.
- * Like the bridge; couldn't imagine downtown without it. A link to Douglas.
- * Ability to drive anywhere downtown.
- * Feeling of community- tolerance, safety, interaction, "Camelot" " pretty to see what money can do..."
- * Safe feeling, know that there are people there to call or will help, can do business on the streets, see them all the time, like living inside a fax machine, can always walk outside and find someone to talk to. Great for senior citizens.
- * People will sacrifice to make the community better, pay sales tax; proud of the investment made (don't always like results) private and public investment.
- * Deliberate effort to improve downtown appearance; gives a feeling of welcome to visitors;
- * Schools link the neighborhoods; sea walks, docks, nice resource in the winter as defacto park, summer okay, too.
- * Voted 5th most popular port in the cruise ship industry.

II. Regrets -- What are you sorry about downtown; what do you regret; what's been lost; what's gone wrong? .

- * It's gotten too busy to come downtown, non-existent for the non-work hours, takes time to enjoy it.
- * Concentration of cruise ship industry has driven local businesses away; 3 month profit syndrome, closed-up and not safe the rest of year; money leaves community; businesses not here to support winter activities.
- * Carpetbagging, neo-colonialism business model.
- * Choice of automobile over public transit 25 years ago, lack of wisdom.
- * Repeating mistakes of other U.S. cities in car vs. people design.
- * Decisions are made on short-term needs and goals rather than long-term goals--Front Street decisions for cars over pedestrians--poor planning decisions.
- * Parking garage on waterfront was bad idea (library) not best use; sold to the public for public, used instead for city vehicles (2/3rds).
- * Parking generates traffic.
- * Sorry to see half the shops closed, shops moved out of downtown; used to be full service.

- * Legislators used to be able to live downtown, no longer.
- * Not enough rentals, low-cost housing downtown; too little happening.
- * Businesses downtown closing in winter; gaps in types of businesses that are there; no health medical businesses.
- * Greedy town--decisions based on local greed make Juneau suffer and lead into problems--consumer and property owner, business.
- * Local businesses can't compete with Big Box stores; consumer cost consciousness hurts.
- * Loss of low cost housing and apartments in downtown.
- * Restaurant seats increasing 10% per year; full in summer, but can't be supported during winter; a ghost town.
- * Locals avoid downtown, especially during summer; too crowded.
- * A divided community, reactive, can't look at the 50 year picture; can't get together for planning.
- * Modern codes, regulations destroys quaint, older characteristics, leads to undesirable changes: discourages a sense of neighborhoods.
- * Obsolete building codes discourage use of new techniques and materials which could help preserve historic look and feel of downtown.
- * Don't want to lose the police station.
- * Need to create more life and vitality downtown..

III. Trends and Forecasts -- What do you see happening to downtown Juneau over the next 20 years or more, if no action is taken. These can be positive or negative forecasts.

- * Status quo will continue for downtown.
- * Zoning changes resulted in conversion of residences into businesses; lowering the number of downtown residences, and pushing other businesses out to the valley.
- * Sale of downtown community to outside corporate interests. Ghost town after business hours, which leaves problems for those who remain.
- * More waterfront congestion--from mine development, cruise ships.
- * Deterioration of energy indicators--fuel use, fossil fuel up, ratio of renewable to non-renewable changing unfavorably.
- * More car dependent.
- * More thru traffic, with rock dump as freight and fuel dock.
- * More non-vehicular use of downtown--bikes and pedestrians; bike lanes to the valley; elsewhere, bike racks.
- * Parking conflicts will increase and options for new parking are limited, will drive up land costs.
- * Greater proportion of businesses closing in winter, profits going out of town.
- * More development on less suitable, dangerous land (beaches).

- * Will reach a carrying capacity, particularly if access is increased (carrying capacity needs to be defined).
- * Growing recreation-related tourism trend (Eaglecrest could market spring skiing).
- * Could be developed by multi-nationals or could have a model community that is popular to everyone by setting limits--have the choice to plan
- * Need to develop indicators to really measure trends.
- * Industrial development will continue to the south of downtown.
- * Need to create more life downtown and have people stay.
- * Continuation of what Juneau is; offices will continue moving into neighborhoods due to cheap land costs; need different incentives beyond market forces.

IV. Issues and Needs

The top three of five issues listed below are in no particular order of priority.

- * Alternative and convenient public transit to solve traffic and parking issues (light rail, design for people, not cars, downtown shuttle)
- * Modernize CBJ building and land use codes (parking, setbacks, procedures, flexibility to accommodate new methods and materials).
- * Need for additional camping and RV parks.

The next issues tied for 4th and 5th place.

- * Low income housing downtown.
- * Develop Seawalk and expand its opportunities and attractions.
- * Develop long-term, community energy strategy.

Additional Issues:

- * Public interest and participation to increase.
- * Infrastructure to support Juneau.
- * Keep hub activities downtown.
- * Costs
- * Pedestrian congestion
- * Eliminate parking downtown.

- * Think globally; act locally
- * Overflowing government buildings co-ordinate with CBJ lands.

Government**Focus Group****I. Prouds -- What are you most proud of about downtown Juneau? What do you value and cherish? What works really well?**

- * Like the way downtown has maintained sense of tradition; narrow streets, pedestrian friendly;
- * Like the natural setting which makes Juneau unique. Need to be careful of this in the future.
- * Friendly atmosphere: people out at lunch, vendors, smiling, little shops.
- * Cleaned downtown up over last 10 years and landscaped.
- * Redo of S. Franklin into Front St. -- sidewalk widening, awnings, flower baskets.
- * State office building layouts -- open to the public; continued development should adopt similar theme, partnership of private/public partners, the flags.
- * Convenience of downtown: close together, small, friendly; don't have to drive anywhere.
- * Little residential areas around downtown core.
- * Still a working, functioning, whole community. User friendly.
- * Ability to maintain waterfront as low key, not high rise.
- * Like Marine Park
- * Many people are looking for what Juneau has.
- * Full of creative people: mural on city building.

II. Regrets -- What are you sorry about downtown; what do you regret; what's been lost; what's gone wrong?

- * Can't find parking.
- * Small and compact; not room for much else.
- * Has gotten very crowded downtown in the summer; more of a chore to come downtown. Its hurried pace.
- * Type of architecture is weak in style ("plywood palaces").
- * Didn't make room for Pioneers downtown. The Pioneer Home is located at 6 mile.
- * Businesses moving out as tourist trade moves in. Why are all the businesses open at the same day time hours instead of having some evening/ weekend

hours to help working person.

- ❖ Cruise ship high-rise blockage, summer crowds.
 - ❖ Conflicts between residents, used to be friendlier town.
 - ❖ Parking.
 - ❖ Don't have an integrated capital campus that looks like a capital. Needs to be an attractive modern building on Telephone Hill and needs a capital presence/complex.
 - ❖ Trends are of concern: growth of tourism, threats to integrated waterfront, commercial development driving out residents.
 - ❖ Isn't enough focus on Capital Building and promenade. Juneau doesn't have that flavor; could do with a few things to improve hub feeling; feel sorry for govt. forced out of downtown.
 - ❖ Isn't much architecture that makes capitol stand out
 - ❖ Planning has been fragmented and shows up in architecture; need a planning process and continuity.
 - ❖ State is going with low bid, not willing to invest in quality architecture; short-term mentality.
 - ❖ City government needs to contribute to identifiable downtown; think and plan ahead.
 - ❖ Disappointed in difficulty and lack of link between airport and downtown.
 - ❖ Need better legislative info. Access and process needed for increased TV access to Legislature.
 - ❖ Downtown housing situation during Legislature. Need for staff parking is a problem.
 - ❖ Without a City-State cooperative effort, trend of dispersed government could continue even though we currently have a friendly State administration.
 - ❖ Factions and opposition are becoming more of a trend and is going to get worse.
 - ❖ Bigger companies coming in and controlling tourist trade. No one is thinking about WHEN is too much (i.e., what is the carrying capacity and are we past it?)
 - ❖ Used to be kind of junky; now becoming a downtown theme park.
 - ❖ Less public involvement in routine meetings and planning until the last moment: only respond to the hot buttons.
 - ❖ What are benefits of tourism? We're struggling to understand and reach balance (fixed up buildings, landscaping, flowers, underground utilities) for good trend.
 - ❖ Traffic and more cars everywhere.
 - ❖ Escalating housing prices--rental and purchase. Single person can't afford prices and houses aren't meeting middle income needs.
- III. **Trends and Forecasts -- What do you see happening to downtown Juneau over the next 20 years or more, if no action is taken. These can be positive or negative forecasts.**
- ❖ No plan for the future. things will continue to happen.

- * Capital creep from Juneau to Anchorage. Also, government functions will continue to move out of downtown (to the Valley) which is probably bad in terms of the capital.
- * Will be difficult to treat public as customers of government with buildings decentralized.
- * Deteriorating buildings falling apart (age), smaller population of people; continued lack of planning.
- * Local government will have to provide more services than will State; be prepared for this.
- * Businesses and services moving out of downtown; can't get things downtown anymore.
- * City reacts to whomever is in their face at any given time. Tourism is in their face currently.
- * Vocal opposition to any type of change, particularly economic development.
- * When government is dispersed, there is not enough social interaction. This will get worse.

IV. Issues and Needs

The top 5 issues listed below are in no particular order of priority.

- * Transportation (mass transit, parking, getting around town)
- * Housing (prices, supply, availability)
- * Engage state as functioning planning partner; assist with investment. Coordination needed for state capital .
- * Determine carrying capacity for tourism.
- * Create systematic action plan and then develop capital campus .

Other Issues

- * "Untheme" park downtown Juneau; make it a real place
- * Pedestrian friendly amenities
- * Quality and availability of suitable Legislative housing
- * Enhance Civic Center downtown
- * Good services available in downtown
- * Balancing functions of downtown and Valley, etc.
- * Generate Municipal and public support
- * Identify and maintain characteristics that contribute to quality of life.

Education, Culture & Entertainment

Focus Group

I. Prouds -- What are you most proud of about downtown Juneau? What do you value and cherish? What works really well?

- * Ability to walk downtown and feel safe, even at night; ability to walk around to places.
- * The way downtown is cleaned up and dressed up: flowers and banners.
- * Sealaska Building, aesthetics, landscaping, and building exteriors are maintained.
- * Great high-school but overcrowded; acquire marine highway property for outdoor campus area..
- * Diversity; commerce nestled amidst awesome beauty.
- * Juneau is not on the way to anywhere else; no road here.
- * Historic downtown and effort to maintain character of buildings; not been easy to accomplish this; historic light poles as an example.
- * Compactness and closeness of buildings, street relationship; feels European; ability to do business on foot.
- * Accessibility. Can walk everywhere: school, shopping, etc.
- * Familiarity. Can walk into a shop and everyone knows who you are. Small town, friendly.
- * State Museum, movie theater, working harbor, Centennial Hall are all downtown. Library (tourists use it . . .)
- * Green spaces that have been kept (although not enough of them) provides accessibility to fresh air and water.
- * City's colorful history, Last Chance Basin Mining Museum, Native traditions; Mt. Juneau seen from town.
- * McDonalds' exterior done well.
- * Can be out of town and into nature so quickly.
- * Renovations to Senate and Emporium Buildings, which add to resident and tourist pleasure.
- * Best 4th of July in America: parade, barbecue, everyone nice.
- * Compactness shows different way streets can function: 4th of July is a performance.

Accessibility of facilities to all, cultures, tourists.

- * Like influx of tourists and legislators as seasonal indicators.
- * Marine Park as cultural and educational place and what Sealaska has done--more cultural and entertainment activities.

II. Regrets -- What are you sorry about downtown; what do you regret; what's been lost; what's gone wrong?

- * Loss of marine sea life downtown (fish/wildlife), activity in the downtown waterfront; loss of nature and natural environment
- * Division between Mendenhall Valley and downtown; it's an attitude. The division is word of mouth, rather than from experience.
- * Out-migration of certain downtown businesses; loss of Mom & Pop stores.
- * Fewer residents than there used to be: loss of a downtown customer base. Wants to see more downtown residences. For example, Marine View lost 4 floors of apartments to office space.
- * Mourning loss of small scale (dock), too many monster slabs (buildings, tour ships).
- * Made it inhospitable for fishing fleet to operate; catered too much to recreation boating.
- * "Plywood Palace" and DOTPF building architecture.
- * Hatchery is a cement monument to stupidity.
- * Lack of entertainment opportunities for youth; damage caused; nothing for them to do. No skateboard park.
- * Need an area for the kids; expand Zack Gordon Center.
- * Dirty sidewalks and litter is embarrassing.
- * Parking is a problem for businesses.
- * Downtown housing is not dense enough to be affordable.
- * Image to the rest of the state.
- * Do a great job tearing something down, but not good at constructing. Loss of civility and friendliness. Should accept opposing point of view without attack.
- * Signage lacking for information about general services.
- * "I've got mine, so pull up the ladder and no one else" attitude. What does this mean for our kids?
- * Consumer trend to go for the cheapest, which is forcing out small stores.
- * Parking lots that are barreled at night.
- * Loss of housing and effect on commerce, loss of Telephone Hill.
- * Terrible, terrible, terrible public transportation; everyone has the need to park.
- * Regret that Juneau isn't more of a city (education, culture, entertainment).
- * Inefficient use of property in Juneau.
- * Juneau should be a center of volunteer organizations; some but not enough; not addressing Juneau concerns.
- * No leadership in providing proper facilities and activities for youth downtown; lack of energy and time.

- * Lack of reward and protection for leadership. Example of free parking as a poor use of space, but who has the nerve to say it's wrong Mind set of being too used to freebies.
- * Lack of adequate mass transit to offset parking demand.
- * Juneau is not a small town anymore; only much flat land downtown. Need to determine what to use that space for. Sorry we've reached that point.
- * Contemplated loss of Capital School; shrinking educational opportunities downtown; move of UAS campus to Auke Lake.
- * Diesel buses stink . . .
- * Without great rapid transit, park to drive Valley habit makes it hard to go downtown.
- * Lack of intra-core shuttles and transit (federal building to Giorgio's periphery...). Walking only works in the center of the core.
- * Downtown misses an opportunity to showcase Native culture; tourists are hungry for this information.

III. Trends and Forecasts -- What do you see happening to downtown Juneau over the next 20 years or more, if no action is taken. These can be positive or negative forecasts.

- * More people seasonally.
- * More individual travelers.

A natural cap for visitors will occur.

- * Proliferation of seasonal (high & low end) tourist shops.
- * Tidal wave of SE Alaska visitors has just begun.
- * Alaska will stay hot as a visitor destination.
- * Loss of State Capital within 10 years.
- * General entropy of civic spirit; loss of cultural diversity.
- * Capital will remain if enough people care (e.g. Vision Project).
- * Vision Project potentially the start of positive trend in civic participation.
- * Big corporate takeovers without good local planning.
- * Tourism season longer.
- * High end shops: in 20 years-Santa Fe, NM.
- * Erosion of cultural diversity.
- * Loss of all downtown businesses, except tourism.

- ⌘ Private sector gains % over government jobs.

IV. Issues and Needs

The top 5 issues listed below are in no particular order of priority.

- ⌘ Transportation (transit, pedestrians, parking, land use)
- ⌘ Housing (increase availability and maintain quality)
- ⌘ If Juneau doesn't plan for the future, someone will do it for us (establish public-private partnerships, plan for downtown, plan for external factors, develop action plans and follow through)
- ⌘ Aggressive strategy to achieve performing arts center, youth center, space for big cultural events, and artisans mall.
- ⌘ Overall downtown education strategy (UAS programs downtown, need for 2 high schools to keep high school downtown, lack of outdoor school areas, build digital/information age schools that can serve the whole community)

Other Issues.

- ⌘ Overall Downtown Education Strategy.
- ⌘ Aggressive strategy and plan for art, culture, and entertainment.
- ⌘ Coherent parking policy.

Visitor Industry**Focus Group****I. Prouds -- What are you most proud of about downtown Juneau? What do you value and cherish? What works really well?**

- * Clean, attractive downtown
- * You can walk around easily.
- * Outdoor opportunities
- * Scenery, scenic beauty
- * Small size, friendlier
- * Walk from Merchant's Wharf to Giorgio's (Taku Smokeries)
- * Small scale Generally, the scale is in relation to the mountains.
- * Small shops, narrow streets
- * Historic reminders buildings and signs
- * Intimacy, small size
- * View of Juneau from cruise ships as coming to port
- * Juneau is the Capital
- * Friendliness and helpfulness toward visitors
- * Museums downtown; sized for 1 hour tour; not overwhelming or too large.
- * Colors: reminders of San Francisco houses, buildings, murals
- * Appearance and "feel" (but recognize need for year-round viability).
- * Nostalgic feel
- * Places to go sit at lunch hour; "plaza"
- * Downtown business/services available
- * Downtown dynamics
- * Human diversity downtown
- * History and mining ruins

- * Vista; weather; variety of "feel" depending on weather.
- * Glory Hole; community support
- * Ability to walk around and talk to people; safety
- * Potential for change to make improvements
- * Ability to get on a boat, float plane and bus right downtown; readily accessible
- * Proximity to nature
- * Visitor industry support for local events, kids, groups activities
- * Visitor industry jobs for young people
- * Bond of art community, local artisans

II. Regrets -- What are you sorry about downtown; what do you regret; what's been lost; what's gone wrong?

- * Segregation of segments/sections of downtown; people not physical separation
- * Parking
- * "Us - vs - Them"
- * Decisions along waterfront based on economics, not aesthetics.
- * Expanded sidewalks create problems for business deliveries, fire truck, traffic.
- * People hanging out at bus stops harassing tourists; visible; panhandling.
- * Traffic/congestion
- * Use of prime waterfront for parking garage; out of scale.
- * Difficulty for visitors walking through town because of traffic
- * Not enough quality in some downtown facilities; cheap with high maintenance, shabby (e.g., some private renovations will need to be done again., and State Office Building concrete is stained).
- * Columbia Emeralds; Lower 48 chain stores which close in the winter.
- * Pedestrian crosswalks: ramps don't meet crosswalks for handicapped residents.
- * Amount of time and energy invested in fighting Capital moves.
- * Lack of creativity regarding parking: a large structure instead of small pocket parking.
- * Lack of Performing Arts Center
- * Lack of casual walkway (Seawalk) for slow moving visitors to be separated from business people moving through town

- ❖ High cost of living downtown
- ❖ Downtown "night life" - drinking, language.
- ❖ City regulations regarding waterfront vendors; difficulty for cruise ship clients/passengers to navigate through vendors.
- ❖ Lack of adequate tour bus loading at Marine Park
- ❖ Abrupt end to scenic waterfront as you move north from downtown core
- ❖ Need for pedestrian mall
- ❖ "Donut Hole" area at Marine Park; could provide three times the loading and parking.
- ❖ Inadequate, deteriorating visitor center facilities and three scattered sites
- ❖ Lack of adequate planning for Princess Cruise Ship Dock ("Franklin Dock") and pedestrian traffic.
- ❖ Lack of readily identifiable Capitol building
- ❖ Lack of interest in downtown during off seasons
- ❖ Lack of city-supported legislative housing
- ❖ What's being done is because of economics; failure to incorporate educational, cultural experience.

III. Trends and Forecasts -- What do you see happening to downtown Juneau over the next 20 years or more, if no action is taken. These can be positive or negative forecasts.

- ❖ Changes in people's shopping preferences: looking for easy parking, "big box", wholesale pricing.
- ❖ Higher capacity cruise ships - projected growth in passengers varies among cruise ship lines; newer companies may experience more growth versus more established companies. Market competition and peaking; customer surveys rate Juneau experience very high.
- ❖ Change in cruise ship routing and overnighting in Juneau. The length of stay in Juneau may change but Juneau as first port of call will increase (more spending).

Difficulty predicting and planning in Juneau because of continuing Capital move issues and pressure.

- ❖ City getting a better handle on impacts; people/advisory groups working together.
- ❖ Deterioration in the view shed (e.g., Douglas and West Juneau).
- ❖ Influx of big stores (Costco, K-Mart) and outside-owned stores (Columbian Emeralds) will continue.
- ❖ Positive trends of awareness in community to not just let things happen.
- ❖ Mis-guided reliance on transportation planning (buses, roads) rather than people movement.

- * Increase in impression by visitors that we are here to make money off them rather than to share Juneau.
- * Downtown versus Valley attitude.
- * Retail sales increasing in Juneau; regional shopping center versus former mail order and Seattle shopping. Need to increase shopping opportunities in Juneau.
- * Successful local businesses are duplicated by larger tour companies. Then, neither is successful (e.g., trolleys downtown, weddings on glaciers).
- * Capital creep to Anchorage: one job at a time.
- * Increase projected in cruise ships coming to Juneau. Newer companies adding established lines; good publicity on Juneau as U.S. Destination
- * Downtown Juneau fortunate to have port and cruise ships to counter deterioration experienced in 1960s and 1970s.
- * Growing tourism industry - both cruise ship passengers and independent travelers. Cruise ship advertising markets Alaska to other visitors.
- * Reduction in State government. Juneau government jobs replaced by tourism jobs.
- * Need to maintain ambience in downtown: "friends of the flags", flowers, banners.
- * More competitive market place for independent travelers
- * Ability to market Juneau for summer conventions as hotel space opens up (due to rerouting of cruise lines).
- * Road to Haines/Skagway; embarking and disembarking in Juneau, with average 3 day stay.
- * More small ferries in SE Alaska; older State ferries need renovation to meet needs of market.
- * Increased number of art galleries; provides ability to support art community. Nicer, quality stores in addition to tacky T-shirt shops.
- * Increased interest in specialty stores (vs Wal-Marts); desire for local, quality products and art.

IV. Issues and Needs

The top 5 issues listed below are in no particular order of priority.

- * Keep waterfront open/visible, maintain view sheds, develop building guidelines, improve downtown aesthetics and beauty.
- * Create off-season visitor markets (e.g., skiing packages).
- * Increase accessibility to and around Juneau (improving access to the airport, road connection to new areas in Juneau, Second Channel Crossing)
- * Comprehensive people movement plan (pedestrian walkways, land transport for cruise ship passenger, parking)
- * Airline competition/choice

Other Issues

- * Ease of land transport for cruise passengers
- * Parking
- * Examine road access to Juneau
- * Comprehensive people-movement plan
- * Downtown pedestrian area
- * Legislative housing
- * Public image of visitor industry
- * View shed/design and building guidelines
- * City aesthetics
- * Capital building/ complex
- * Need for consolidated visitor/convention information center

Business Community

Focus Group

I. Prouds -- What are you most proud of about downtown Juneau? What do you value and cherish? What works really well?

- * Historic setting; you can see it and feel it.
- * Personal touch for business; strong sense of community.
- * Downtown is still viable and alive, not a ghost town.
- * Beautiful sea coast and harbor potential.
- * Improvements made during past fifteen to twenty years. South Franklin and Mt. Roberts Tram are attractive.
- * Potential to be a world class city.
- * People are friendly and safe.
- * Mixed use nature of downtown; comfortable mix.
- * Capital city.
- * Great diversity, talented community, well educated.
- * Aliveness, purposefulness, vitality.
- * People can and do walk around downtown; nice environment for walking.
- * We have the pieces to be a world class city.
- * Diversity downtown and potential. Economic diversity (e.g., state government; fisheries, and mining).
- * Strength: tourists coming to community waterway, attractions for tourists.
- * Living in a postcard.
- * Good access to state and local politicians; close network.
- * Different "feel" during different seasons of the year: tourism-summer, hometown-fall, politics-winter.
- * Nice place to raise children.
- * Local decision-makers responsible and accountable to local residents and communities; commonalities despite differences.
- * Accessible to natural environment.

II. Regrets -- What are you sorry about downtown; what do you regret; what's been lost; what's gone wrong?

- * Difficult transition for locals between seasons; downtown business need to make an effort.
- * Rift between business and schools; also rift between downtown and the Mendenhall Valley.
- * Sorry about downtown drunks, homeless situation, more visible downtown but throughout the community.
- * Downtown parking: difficult to conduct business.
- * High school campus inadequate. Kids go to cemetery; vandalism. Need to improve town for the kids.
- * Downtown is dark at night, poorly lighted.
- * Traffic congestion.
- * Embarrassed about Capitol, legislative and municipal facilities.
- * Anti-resource development, anti-business attitudes, particularly downtown (e.g., \$7.00 passenger tax proposal).
- * No road out of Juneau at this time.
- * Houses turning into offices; downtown is dead at night.
- * Sentiment against working-class i.e., mining, sawmill workers versus white collar workers.
- * Not the vibrant downtown we used to have; can't buy basics downtown anymore; transitions in neighborhoods.
- * Diverse business along Seward, Franklin and Front marginalized by tourist shop "ghetto" further south with new cruise ship dock to the south.
- * Out-migration of traditional business downtown; downtown would be more dead without tourism.
- * Demarcation - "gulf" - separating Downtown from the Valley. Functioning harbor. Need to foster the connection.
- * Inadequate activities and facilities for kids.
- * We've grown so much the "Last Frontier" is gone.
- * Housing inadequacies; lack of affordability.
- * People congregate by the Glory Hole; unfortunate location downtown.
- * Unreasonable, burdensome city requirements on downtown redevelopment (design review, codes, parking requirements). Reaction is: why bother I'll put my business in the Valley.
- * Inadequate parking, need for new parking garage.
- * Municipal offices downtown aggravate housing and parking problems.
- * More people living downtown; need for vibrant downtown.
- * Corporation of tourism industry; the money leaves the Juneau community. Corporate tourism is crowding out local business and entrepreneurs by prices. Land, building and rent driven up in price.

- * Short sightedness, focus on cruise tourists, rather than independents. Need a longer view.
- * Separation between downtown and valley; need to avoid division by revitalizing downtown and allowing downtown residents to avoid going out the road.
- * Have to fight the Capital move, continually spending time and money.

III. Trends and Forecasts -- What do you see happening to downtown Juneau over the next 20 years or more, if no action is taken. These can be positive or negative forecasts.

- * Improvements in community spirit.
- * Need "limits" to development. No predictability.
- * Creation of "opportunity" climate.
- * Improve government regulatory predictability.
- * Growth in resource development.
- * Growth in valley, while downtown stays specialized.
- * Slow progress; no great leaps forward.
- * Tourism, State government, natural resources, and resource development will flourish only for a little while.
- * Downtown will muddle through; may become a dead-zone.
- * Juneau will grow no matter what.

IV. Issues and Needs

The top 5 issues listed below are in no particular order of priority.

- * More residences downtown
- * Transportation
- * A.J. Mine
- * New state Capitol building. Keep Capital in Juneau.
- * Community cohesiveness (spiritual and civic)

Other Issues.

- ⌘ Parking.
- ⌘ Relocate City Hall.
- ⌘ Reconstruction of "Subport" area.
- ⌘ Disperse tourism throughout downtown.

Residents

Focus Group

I. Prouds -- What are you most proud of about downtown Juneau? What do you value and cherish? What works really well?.

- * Diversity- wilderness and shopping areas. It's 5 minutes to the flume; 5 minutes to the theater.
- * Marine Park: incorporating water, arts and community in the summer.
- * Core number of people downtown; ability to walk downtown and see people you know.
- * Diversity and proximity of environment and culture.
- * Not stressful, easy accessibility. The gentleness of it all. It's funky.
- * Beautification, attention to cleaning up downtown over the past fifteen to twenty years.
- * Ability to walk around, minimal amount of time in transportation; great for elderly and handicapped which promotes diversity.
- * We haven't been able to "screw up" the waterfront.
- * Can walk around and feel safe at any hour of day or night.
- * Cruise ships bring in something unusual.
- * Lively diverse community; Capital contributes to this.
- * Clean water and air.
- * Safely walk everywhere at night.
- * Basic physical limitations to development will keep scale appropriate and development in check.
- * Quietness of downtown Juneau in the middle of the city.
- * Neighborhoods are not defined by wealth or status of residents, which is refreshing.
- * Homeless shelter is in the middle of the downtown.
- * People treasure running into people and their kids you know.

Like the fact that the changes appear subtle; not major changes.

- * Inter-relationship between sea, town, and mountains; access to the waterfront to check things out.
- * Trees (but also can remember the nice trees that were cut down).

- * Current owners kept the old AJ miners' homes in town. Worked with the structures and did not change the flavor in favor of modern planning.
- * Juneau feels like a well worn pair of slippers and a bathrobe.
- * Social service facilities- hospital and libraries.
- * Have wonderful celebrations that pull people together: Fourth of July, Governor's Christmas, basketball, Folk Festival and Sealaska Celebration.
- * Volunteerism and giving.

II. Regrets -- What are you sorry about downtown; what do you regret; what's been lost; what's gone wrong?

- * Very crowded at times; 2-3 cruise ships in at a time.
- * Too many helicopters; not very quiet
- * Businesses and neighborhood stores leaving the downtown core; just T-shirt shops. Real quiet in the winter.
- * Traffic patterns: it's hard to get around in a car when you have to.
- * Don't like the slickness encroaching on the town; we're selling off Juneau to the highest bidder. Problem of big power and big money.
- * South Franklin was nice the way it was
- * Constant threat to basic necessities: clean air and water. Don't believe the reassurances. Why is there a need for development? If something works, leave it be.
- * Dislike the non-Alaskan "Big Business" aspects of tourism which don't fit. The tacky-tackiness that makes Juneau no different than other tourist stops. Need to preserve the uniqueness.
- * Lack of vision; piecemeal suburban development.
- * Extremely bad NIMBY attitude. Don't fault criticism, but too vocal and too much animosity.
- * Concerned about one-sided newspaper reporting on the issues.
- * Problem with young people in town: vandalism, drugs, single mothers and absent fathers. Need skateboard park.
- * Insecurity in downtown; people feel they have been "screwed" by Mt. Roberts Tram and (Franklin) cruise ship dock (i.e., no public participation). Greed and slickness from locals.
- * Disappointed with the Assembly (i.e., wetlands, contaminated lands, back taxes, errors).
- * There isn't a functional commercial center anymore; pieces left downtown and necessities have gone out the road.
- * Gold Creek put in a ditch.
- * Lack of space around the schools and opportunities lost for play area. Short on ball fields and ball courts.
- * Loss of trees. Ash trees in the cemetery replaced with maples.

Every new construction imports weird (non-native) short-lived plantings.

- ❖ Nothing is off limits to commercial interests; vans on Basin Road.
- ❖ New (Franklin) cruise ship dock is unsafe for pedestrians (in 1996); not well thought out.
- ❖ City's response to local concerns less than to interests that want to spend money (e.g., few library hours and uncovered bus stops).
- ❖ Shaky confidence that Assembly actions being made in the best interests of people; accountability.
- ❖ Lack of focus and vision of where Juneau is going.
- ❖ Lack of good transit system; buses that run are crowded. Need light-rail.
- ❖ Great deal of cynicism about the future of Juneau; people don't know where to go about problems.
- ❖ People are concerned that government has an inability to say no. Need someone in government to look at planning with philosophy and moral attitude behind it.
- ❖ Buses and downtown winter conditions. It would be nice to have predictable transportation. It is there for the tourists, why not the citizens? Parking problems and lack of infrastructure for getting around.
- ❖ Trolleys for moving tourists around. It worked elsewhere but doesn't fit here.
- ❖ There needs to be limits on impacts rather than development at any cost.
- ❖ Disneyfication, theme park feel
- ❖ Lack of awareness and imagination of things to incorporate from environment and resources. We could celebrate them. Instead we ignore the uniqueness of Alaska in favor of Little Switzerland
- ❖ Non-profits are left to fend for themselves, facing antagonism from different parts of government; should be working together.
- ❖ Drinking pavilion in Marine Park. Failure to have a bandstand. The function is in a hole instead of a platform.
- ❖ Native and white population live in separate worlds; not enough connection. Racism and resentment within the Native community. Sensitivity to native concerns and areas lacking. Loss of native culture.

III. Trends and Forecasts -- What do you see happening to downtown Juneau over the next 20 years or more, if no action is taken. These can be positive or negative forecasts.

- ❖ Continued community involvement and solving of problems.
- ❖ Things won't change; more unfavorable projects.
- ❖ Good things will disappear.
- ❖ Resource extraction might not be good for downtown.
- ❖ More of downtown sold off.

- * Lack of diversity without schools.
- * Neighborhood cohesion in solving city problems.
- * More cooperative problem solving; environmental problems.
- * Capital move may happen in ten to fifteen years.
- * Electrical and telecommunications improvements.
- * Improvements in housing.
- * More concern for development than for people.

More growth and development.

- * Growth of the University.

IV. Issues and Needs

The top 5 issues listed below are in no particular order of priority.

- * Responsive and responsible resource management (land use, water)
- * Balance nature and development
- * Waterfront maintained as public space, accessible to residents and tourists
- * Tourism industry with dignity
- * Mass transit system connected to parking

Other Issues

- * Housing which is clean and affordable. Legislator temporary housing.
- * Car management, includes parking.
- * Viability of living downtown: business services and nature.
- * Keeping schools downtown
- * Less helicopter noise
- * Don't Disneyland/theme park Juneau

- ❖ Recreate "carless" downtown.
- ❖ Develop a level of confidence in the government-government management.
- ❖ Maintain security and safety
- ❖ Avoid pricing residents out of downtown.
- ❖ Keep Juneau as the Capital City.

Waterfront, Ports & Harbors

Focus Group

I. Prouds -- What are you most proud of about downtown Juneau? What do you value and cherish? What works really well?

- * Pedestrian oriented town. People are not forgotten, particularly the rim of the waterfront.
- * Beautiful natural harbor, built up well, calm and peaceful.
- * Community camaraderie at harbor.
- * Waterfront has not been blocked off by structures.
- * View from water of the city: low, varied architecture doesn't block view.
- * Quality of Aurora Harbor and maintenance.
- * Marine Park: marvelous suggestion/addition.
- * Still have flexibility to articulate positive vision for the waterfront.
- * Number of harbors relative to length & breadth of community.
- * Efforts to preserve historic look and feel. Looks nice from both sides (with some exceptions). Keep it up with incentives.
- * Functional diversity of waterfront and port; not dominated by any one group.
- * Environmental quality: water, shoreline, and lack of debris - best in the country.
- * Environmental atmosphere and cleanliness of waterfront unequalled. Ships well maintained, high quality moorings/facilities.
- * Progress made in the last 20 years; public access to the docks.
- * Working harbor, not too Disneyland.
- * New ADF&G walkway.
- * Industrial development relocating to Rock Dump.
- * Library on parking garage with mural corrects a mistake.
- * Cultural historic park at former Juneau Cold Storage site.
- * Musical concerts; park overlaps into humanities.
- * Access during lunches for residents; ties the community together.
- * DIPAC will be point of pride.

- * Strong community reaction to assaults on waterfront; involvement in protection.
- * Landscaping at Goldbelt Seadrome building.
- * Like slow, agonizing, arguments and decisions; result in a much better product. Slower evolution but in the right direction.
- * Like to see the cruise ships, although effect not always best.
- * Recognize Juneau as port of call at north end of Inside Passage for all sorts of traffic. Diversity is credible.
- * Visioning exercise--first time City is asking residents.

II. Regrets -- What are you sorry about downtown; what do you regret; what's been lost; what's gone wrong?

- * Haven't learned from other tourist cities how to do it better.
- * Downtown is looking shabby: T-shirt shops and drunks.
- * Need to connect pedestrian access together. Vancouver B.C. and Rockport, Mass are good examples.
- * Juneau lost the commercial fishing background, shriveled away. Need to make it more user friendly.
- * Intermediate vessels are squeezed out. Need more for visiting vessels.
- * Seasonality of waterfront: summer only. Need to encourage more year round use.
- * No theme to the waterfront. Cultural diversity and history could be better used.
- * No centralized waterfront- planning: "12 too many committees" with no coordination.
- * Parking garage taking up valuable waterfront space.
- * Lost seaport components: commercial fisheries and container ships. No place for them to go. Need more multi-purpose use and facilities.
- * No serious marine repair facilities; not enough upland capacity.
- * Missing basic harbor facilities: restrooms, showers, security.
- * Lack of overall community vision and plan; institutions and infrastructure have been captured by paying users. Need broader community involvement and equity.
- * Loss of the city float - downtown small boat access.
- * Not pedestrian friendly for constant users (i.e., poor street crossings and lack of parking).
- * We've ignored UAS, Auke Bay, and Lab (NOAA); not integrated into waterfront.
- * No fisheries support; could be integrated in. No work float.
- * South end road alignment (beginning of Thane Road). AK DOTPF options for low-cost solutions will result in access bottleneck and safety concerns.
- * Lack of harbor facilities for recreation and working boat net working sheds. Only porta potties and no showers.

- * General lack of space limits growth of recreational boating. Boats are too big for slips because of lack of availability. Visitor slip space in downtown is limited.
- * Limiting public access - vs - the need for more security.
- * Need gutting trays nearby but separated from the dock with running water. Also need labs/educational space downtown for children (something like Newport, OR). Aquarium. Little things mean a lot!
- * Need more handicapped access to waterfront and docks.
- * Lack of efforts to capitalize on a sense of place; "Subport" in particular. Could capitalize with fishery and marine research, little visitor center, education facility. Need a nexus of those.
- * No centralized covered area for information for tourists & visitors. Restrooms & telephones all spread out.
- * Not enough disaster preparedness for spills. Pollution contingency planning limited to assist and ship run-aground scenario.
- * Security: planning for terrorists and unforeseen on cruise ships. A trade off with shutting off access. Need to anticipate and address.
- * Don't have a Capital City focus on the waterfront. Make it friendly to visitors.
- * Perception that waterfront priorities are skewed by economic strength; misallocation among CBJ harbors.

III. Trends and Forecasts -- What do you see happening to downtown Juneau over the next 20 years or more, if no action is taken. These can be positive or negative forecasts.

- * General decline in public access and public services.
- * Overcrowding without planning.
- * Capital will move; powerful economic interests will prevail on waterfront.
- * Economic diversification won't occur.
- * Fisheries may stabilize or may decline.
- * Cruise ship industry will stabilize, at best.
- * Recreation boating will decline.
- * Transshipment of goods through Juneau may expand.
- * Pollution from North Pacific will increase over time.
- * Sport fisheries will decline.
- * Luxury yachts -- an increasing trend; will see more here.
- * Ecotourism will increase. More cruiseship passengers will seek ecotourism experiences.

- ❖ Environmental quality will decline.
- ❖ Loss of opportunities: unrelated uses. Hodge-podge of uses; 3-story T-shirt shops.
- ❖ Loss of a sense of place.

IV. Issues and Needs

The top 4 issues listed below are in no particular order of priority.

- ❖ Broad based planning for the waterfront, better communication and coordination between public and private interests, not dominated by any particular user. Integrating downtown into larger Juneau waterfront picture
- ❖ Expanded public access to the waterfront
- ❖ Revisit Gold Creek development
- ❖ Specific infrastructure and facility improvements

These issues tied for 5th place:

- ❖ Maintain commercial viability (theme but not theme park)
- ❖ Future of the Subport; need to assess uses and land trades.

End of Appendix C

