



VITF 2.0 Recommendations

October 26, 2026
Public Review Draft

Preliminary Recommendations for Public Review and Comment

The City and Borough of Juneau (CBJ) Visitor Industry Task Force 2.0 (VITF) is releasing its preliminary recommendations for public review. The enclosed spreadsheet reflects where the task force has landed after ten months of public meetings, expert panels on whale watching and flightseeing, and deliberation. **Nothing in it is final.** The task force wants to hear from the public before it settles on its recommendations, and the Assembly will make the final decisions on what happens next.

How we got here

The task force has been meeting since January 15, 2026, working from a charge issued by [Mayor Beth Weldon on November 26, 2025](#). The Mayor created the ten-member VITF to give helpful advice to the Assembly and to advance community thinking on visitor industry topics. It is chaired by Assemblymember Ella Adkison and includes Assemblymember Neil Steininger and eight community members: Kirby Day (Vice Chair), Matt Catterson, Kirsia Hughes-Skandijs, Sarah Lowell, Meilani Schijvens, Adrienne (Ren) Scott, Shem Sooter (Docks & Harbors liaison), and Jeremy Timothy (Tlingit & Haida liaison).

The Mayor's charge asked the task force to:

1. **Revisit the 2020 VITF recommendations.** Refine those not yet accomplished, drop those no longer feasible, and formally define the ones that have become ongoing processes.
2. **Identify ways to manage impacts.** This covers crowding and congestion downtown and in Auke Bay, flightseeing noise, and a possible permitting or regulatory program for whale watching.
3. **Provide perspective and guidance on a revolving loan program** to encourage investment in clean energy, emission reduction, and other impact-mitigation projects.
4. **Set a broad 10-year tourism direction for Juneau,** within the regional strategy work underway through Port Communities of Alaska. The task force is focusing this work on the data CBJ should collect to support future decisions, including the conditions under which Juneau would consider growth.
5. **Identify visitor industry revenue opportunities** by comparing CBJ's fees against other communities. Discussion of fee changes will take place at the Assembly level rather than at the task force.

The charge originally called for a report by June 15, 2026. Given the scope of the work and the volume of public interest, the schedule was extended through the fall to allow more topics and more chances for

public testimony. Most notably, the VITF is identifying areas where CBJ can collect data to support a broad 10 year recommendation, rather than attempting that work itself.

Since January, the task force has held 20 public meetings, including a meeting dedicated to public testimony on June 18. It reviewed the 2025 Juneau Tourism Survey, heard expert panels on flightseeing and whale watching, met with cruise line representatives and Goldbelt, Inc., and returned to downtown congestion, flightseeing, and whale watching for a second look. Written comments have been posted and shared with members throughout. Every meeting has been open to the public, and recordings and materials are available on the [VITF web page](#).

What's in the enclosed spreadsheet

The spreadsheet lists the preliminary recommendations the task force has arrived at after months of deliberation, organized by the topics in the Mayor's charge. These are drafts. The task force may revise, combine, add, or remove recommendations based on what it hears from the public before it finalizes them on November 12.

We encourage you to read the recommendations on the topics that matter most to you and tell us what works, what doesn't, and what is missing. Be sure to name which recommendation(s) you are providing comments on, explain the scope and scale of their effects, and/or elaborate on a recommendation that you believe should be included.

How to comment

There are two ways to weigh in, and both close on **Thursday, November 5**.

BY EMAIL

Through November 5

Send written comments to

City.Clerk@juneau.org

Comments are forwarded to the full task force and posted on the VITF web page.

IN PERSON

November 5 at 5:30 p.m.

Mendenhall Valley Public Library

This meeting is dedicated to public testimony. Please keep testimony to three minutes. Written comments are also welcome at the meeting.

Please note: this meeting is at the Mendenhall Valley Public Library, not in the Assembly Chambers where the task force usually meets.

What happens next

DATE	STEP
Through Thursday, November 5	Email comments accepted at City.Clerk@juneau.org
Thursday, November 5, 5:30 p.m.	Public testimony at the Mendenhall Valley Public Library
Thursday, November 12	Task force finalizes its recommendations
Thursday, December 17	Task force receives and reviews its final report
After December 17	Final report goes to the CBJ Assembly for review and adoption

The Assembly makes the final decisions

The task force advises. The Assembly decides.

The task force is an advisory body. Its role is to make recommendations to the Assembly, not to set policy or direct City staff. Once the final report reaches the Assembly, the Assembly will decide whether to adopt each recommendation, in whole, in part, or not at all.

The Assembly also has the final say on directing staff on how and when any adopted recommendation is carried out, including through the budget, ordinances, and other formal actions that come with their own public process. Residents will have further opportunities to comment as the Assembly takes up the report.

Thank you to everyone who has attended meetings, testified, and written to the task force this year. Your input has shaped these recommendations, and we look forward to hearing from you again.

Meeting materials, recordings, and all public comments received are available at juneau.org/assembly/visitor-industry-task-force. For questions, contact CBJ Visitor Industry Director Alexandra Pierce at alexandra.pierce@juneau.gov or 907-586-5240 ext. 4172.

Visitor Industry Task Force (VITF) — Draft Recommendations Tracker

Note: costs are estimates only and will need to be validated.

Updated 10/16/26 — combines the 9/16/26 Recommendations Tracker and the 9/16/26 Monitoring Data Mechanism Index (Data Gathering category). Priority, term, and cost values in blue italics are new estimates added 10/16 for review.

No.	Category	Recommendation	Priority	Term	Estimated Cost	Cost Basis / Notes	VITF Discussion 10/22 Notes
1	General	Commit to continued strategic support for the Tourism Best Management Practices (TBMP) program, including: • Helicopter departures: Add consolidation of departures and passengers when feasible to TBMP guidelines. Encourage mid-day scheduling; work with operators on public communications (tour vs. charter/maintenance flights), with CBJ communications department support. • Reporting: emphasize to residents/stakeholders the importance of complete TBMP concern reports (time, location detail). • Complaint audit: audit TBMP complaint volume and distribution (coordinate with the noise study, #18; tracked as data in #25). • End-of-season report: create an end-of-season TBMP report with hot spots, current issues, etc. (see #25). • 2027 TBMP: add a prohibition on left turns out of the Red Dog lot onto Marine Way.	High	short	\$30,000–\$100,000	Primarily staff/administrative time, plus TBMP program administration, public education materials, and data analysis. Combined estimate: strategic support (\$0–\$10,000), helicopter departure consolidation and public education (\$10,000–\$30,000), complaint audit (\$10,000–\$25,000), concern-reporting outreach (\$5,000–\$15,000), and 2027 left-turn signage (\$2,000–\$8,000).	Clarified the term "formalize" to avoid confusion. Emphasized "when feasible" to avoid positioning TBMP as setting minimum on passenger numbers.
2	General	Increase CBJ tourism communications capacity and resources to better inform the public on tourism issues. • Create a better mechanism to celebrate and promote successes — Update public on CBJ processes & progress through a fact sheet. • Include public comment and reporting at the spring meeting, held in conjunction with the TBMP operators meeting. Includes themed conversations (whale watching, helicopters, downtown congestion, etc.) between operators, FAA, JAA, and residents.	Medium	short	\$75,000–\$150,000 / yr	Staff time for CBJ tourism communications staff (salary + benefits) plus materials: success fact sheet, public reporting, and spring meeting support.	Replaced "show everything CBJ has done" with "Update public on CBJ processes & progress" for more appropriate tone. Included note of themed conversations during the TBMP operators meeting from recommendation #19 for clarity of intent.
3	General	Support CBJ and partner housing plans and studies (workforce housing, density to support visitor industry and mitigate local housing impacts).	Medium	medium	\$0–\$25,000	Staff time coordinating with existing CBJ and partner housing plans/studies; does not include housing capital investment, which would be budgeted through those plans.	Clarified "local" housing impacts.
4	General	Establish targeted visitor industry task force or working group appointed by the mayor every 3-5 years on an interval at their discretion.	Medium	long	\$30,000–\$80,000 per convening	Staff support, meeting facilitation, and report preparation each time a working group is appointed (every 3–5 years).	
5	Downtown Congestion	Initiate a study to develop standardized, quantifiable downtown congestion metrics (pedestrian, vehicle, other), in partnership with Alaska DOT. The transportation consultant should also study and refine the plan's transportation recommendations in detail (could happen during the report-writing period) and interview key stakeholders (e.g., Docks & Harbors) on ways to improve traffic flow and teamwork between the entities managing traffic downtown.	High	short	\$75,000–\$150,000	CBJ-initiated multi-season data collection + consultant study, done in partnership with DOT; foundational for later ordinance/infrastructure decisions	
6	Downtown Congestion	CBJ to engage in planning and public outreach on construction projects that may impact traffic.	Medium	short	\$10,000–\$30,000 / yr	Staff time for construction-project coordination, public notices, and outreach materials.	
7	Downtown Congestion	CBJ to stay engaged with Alaska DOT on downtown roadway improvements: • Support DOT's restructuring of the roundabout outside the Red Dog Saloon (already underway and DOT-funded) for traffic flow and pedestrian safety; advocate for keeping the flowers/landscaping.	High	short	N/A – DOT-led/funded (striping/signage: \$5,000–\$15,000 if CBJ-funded)	Roundabout restructuring is underway and paid for by DOT; South Franklin ROW is an incremental scope addition to an active DOT project; striping/signage is a minor improvement on a DOT-maintained roadway that CBJ could possibly fund.	Removed 2nd and 3rd bullets, found to be redundant and/or unnecessary.
8	Downtown Congestion	In conjunction with Āak'w Landing development, re-engage Alaska DOT on (a) signal light sequencing at the Whittier/Egan intersection and (b) lengthening planned turn lanes into and out of Āak'w Landing.	Medium	medium	N/A – DOT-led/funded	DOT-owned intersection, signal system, and roadway project; DOT would design, fund, and construct any retiming. Turn lanes are already in DOT's planned scope — CBJ role is advocacy/coordination only.	Added "and out of" before "Āak'w Landing".
9	Downtown Congestion	Take a holistic look at wayfinding signage downtown and create a targeted signage plan.	Low	medium	\$100,000 - \$150,000	Signage design, fabrication, and installation	Moved "- consider painted signage on streets and stanchion signage (waterside and City Hall/mural side) where full stanchions aren't feasible" to recommendation #12 for consolidation.
10	Downtown Congestion	Continue Seawalk development from the AJ dock through the Wharf through Aak'w Landing, with improved signage.	High	long	\$15,000,000 - \$30,000,000	Major capital extension project; wide range reflects scope/phasing uncertainty	
11	Downtown Congestion	Advance development of Warner's Wharf as an attractive and inviting access point connecting Seawalk and S. Franklin St.	High	medium	\$25,000 - \$250,000	Capital placemaking project; scope not yet defined	Added "and inviting access point" for clarity of intent.
12	Downtown Congestion	Add stanchions in critical areas to manage pedestrian flow, including: - Uphill side of S. Franklin from the People's Wharf crosswalk to the Tram crosswalk - Strategic points on the waterside of S. Franklin near Peratrovich Plaza - Consider painted signage on streets and stanchion signage (waterside and City Hall/mural side) if full stanchions aren't feasible.	High	short - before 2027 if possible	\$30,000–\$80,000	Fabrication & installation across multiple locations	See recommendation #9.
13	Downtown Congestion	CBJ to support establishing a safe pedestrian crossing between Heritage Way and Marine Park — re-engage DOT and SHI and work with the SHI project to add a crosswalk to the area.	Medium	medium	N/A – DOT-led/funded	Crossing would be on a DOT-maintained roadway; DOT would lead design/funding if approved	Chaned "relocate" to "add" for clarity.

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14	Downtown Congestion	Work with DOT to add flashing pedestrian crossing lights at the Seadrome Building/4 Points Hotel crosswalk, this is primarily a pedestrian safety measure, important in low-speed areas and in conjunction with the new dock.	Medium	short	\$40,000–\$100,000	RFB-style flashing beacon installation, similar to Gold Creek Bridge crosswalk. DOT-maintained roadway; CBJ could possibly fund this minor improvement.	
15	Downtown Congestion	Encourage downtown property owners to construct benches, covered areas, and awnings throughout downtown; CBJ to add covered waiting areas for tour departures.	Low	medium	\$50,000 - \$5,000,000	Streetscape amenities, likely phased over multiple years. Extremely wide range reflects wide possible project scope.	Removed parenthesis and added "downtown property owners to construct" for clarity.
16	Downtown Congestion	Maintain conscientious development plans for Peratrovich Plaza (communal space, play area with micro play features).	Medium	medium	\$0–\$50,000	Mostly planning/staff time unless new construction is triggered. Play feature cost included at high end of range.	
17	Downtown Congestion	Maintain and grow the TBMP crossing guard program: continue staffing 5 key downtown crosswalks and deploy crossing guards at new crosswalks as they are established (e.g., Heritage Way/Marine Park).	High	short	\$300,000 - \$500,000 / yr	Seasonal staffing, TBMP-funded, recurring annual cost. Combined estimate = 5 existing crosswalks (\$150,000–\$300,000/yr) + Heritage Way/Marine Park guard, contingent on new crosswalk (\$15,000–\$30,000/yr).	
18	Helicopter Flightseeing	Commission a noise study comparing current/older helicopters to the H130, updating the 2001 baseline, plus mitigation measures and seasonal monitoring. Ask the consultant to also: - Determine whether there are effective ongoing monitoring mechanisms that would help with community data collection. - Evaluate whether other major changes could feasibly reduce helicopter noise impacts, including alternative heliports — determine whether to complete an alternative heliport assessment including multi-site viability/noise analysis, and cost/benefit analysis. - Consider TBMP complaint volume and distribution data (see #1).	High	short	\$125,000–\$300,000	Acoustic consultant study + monitoring equipment/seasonal deployment. Possible FAA offsets: FAA's free Aviation Environmental Design Tool (AEDT) can model/update noise contours in-house rather than fully re-deriving them by contract, and FAA's ASCENT Center of Excellence (university-based aviation noise research consortium) may provide technical support or partner on helicopter-specific noise research. Includes scoping whether to complete an alternative heliport assessment (\$25,000–\$50,000). A full assessment (multi-site viability/noise and cost/benefit analysis) would add roughly \$150,000–\$400,000; ACRP funding could subsidize part, and AIP grant funding may be eligible because ties to Juneau International Airport operations.	
19	Helicopter Flightseeing	~~Create an annual community meeting managed by TBMP during spring kickoff—(operators, FAA, JAA, residents) and annual TBMP end-of-season report. CBJ should continue to be involved and provide support.~~	Medium	short	\$10,000–\$25,000 / yr	Meeting logistics, staff time, recurring annual report production. The FAA's Federal Interagency Committee on Aviation Noise (FICAN) and regional FAA staff are potential no-cost technical participants/resources for these meetings.	Consolidated into recommendation #1.
20	Whale Watching	Recognizing that the status quo is not sustainable, explore implementation of a strategy to manage commercial whale watching activity through new regulatory and/or operational frameworks in coordination with CBJ Law and local operators. Potential tools and structures to evaluate include, but are not limited to: - A limited-entry licensing program (activity-based definition, capacity for attached conditions, etc.). - An operator moratorium, license/permit cap, or future tapering. - Licensed vessel identification or compliance tools, such as a decal or sticker system for authorized operators. Learn from pitfalls in other management programs, including commercial fishing (permits migrating out of state), and incentivize keeping ownership local.	High	short	\$105,000–\$290,000	Legal drafting + ordinance/policy development for a new licensing framework, legal analysis of a moratorium/cap, and decal design/production. Combined estimate: license/permit structure (\$40,000–\$100,000), limited-entry program (\$50,000–\$150,000), decal system (\$5,000–\$10,000), and moratorium/cap analysis (\$10,000–\$30,000).	Changed to verbiage provided by Vice-Chair Kirby Day.
21	Whale Watching	Make the SEAWWA letter commitments part of TBMP, and recommend and support SEAWWA commitments, including: - No-go zones, spacing, and similar items — ask experts to analyze a "good" number of boats around a whale. - Enforcement around Statter Harbor with Docks & Harbors (speed zones, fuel dock congestion). - Working with AKDNR and USCG on moving the 500 ft. buoy, including language about the breakwater. - Incorporating Whale SENSE guidelines into TBMP. - Designing future infrastructure to help mitigate user conflicts.	High	short	\$62,000–\$188,000	TBMP program/document updates, interagency coordination, and buoy permitting/relocation. Estimate: no-go zone/spacing guidelines incl. expert analysis (\$15,000–\$40,000), Statter Harbor enforcement (\$15,000–\$40,000), 500 ft. buoy relocation (\$30,000–\$100,000), and Whale SENSE integration (\$2,000–\$8,000). Page 17 guideline item (\$2,000–\$8,000) removed with that bullet.	
22	Whale Watching	Refine enforcement mechanisms and emphasize TBMP/WhaleSENSE guidelines with NOAA, Docks & Harbors, state authorities and CBJ Law; make enforcement of TBMP guidelines and relevant laws and permits a discussion item at the annual spring meeting.	Medium	short	\$20,000–\$60,000	Interagency staff time, MOU/agreement development	Added "state authorities" as additional regulatory body.
23	Whale Watching	Continue to engage local scientific experts in whale watching policy and programming - commit fees/ CBJ funds to support whale research.	Medium	short	\$50,000 - \$100,000	Assumed annual research funding contribution plus staff time engaging local scientists: could be funded from whale watching license/permit fees (#20).	
24	Data Gathering	Resident sentiment survey — Measures community attitudes toward tourism impacts (congestion, noise, whale watching, etc.) - Complete annually, alongside the annual economic impact study (#27). - Review survey questions to make sure they are actionable and meaningful. - Include a more robust set of helicopter flightseeing questions (underway in the 2026 survey).	High	short	\$50,000 / yr	Scope: Program-wide Cadence: Annually Monitors: [HF] Helicopter questions in 2026 resident survey (direct data source); [HF] Noise study, TBMP complaint audit, TBMP reporting education, Annual community meeting (tracks whether noise tolerance improves); Crossing guard program, TBMP strategic support	

No.	Category	Recommendation	Priority	Term	Estimated Cost	Cost Basis / Notes	VITF Discussion 10/22 Notes
25	Data Gathering	TBMP reports — Measures community attitudes toward tourism impacts, location and volume of complaints across industry sectors. • Add an annual TBMP report highlighting major impacts and issues, plus updated statistics and relevant data for the year, Travel Juneau to budget for this additional work. • Track distinct residents voicing concerns vs. total complaints filed (complaint audit, #1).	High	short	40,000 - \$70,000 / yr	<i>Annual TBMP report production and complaint-data analysis by Travel Juneau.</i> Scope: Program-wide Cadence: Ongoing / seasonal (real-time during May–Sept season) Data source / owner: Travel Juneau - TBMP program Monitors: Tracks progress across all recommendations and sectors by monitoring complaining volume and location 2026 budget was \$44,000, increased range reflects addition of annual report.	
26	Data Gathering	Destination ranking — Measures Juneau's standing relative to comparable Alaska/cruise destinations • Identify articles reflecting Juneau's image internationally as a "celebrating wins" component of reporting	Low	short	\$0–\$5,000 / yr	<i>Staff time monitoring external publications and rankings.</i> Scope: Program-wide Cadence: Periodic - tied to external publication cycle (e.g., annual or biennial) Data source / owner: External travel-industry publications (e.g., Travel + Leisure, Condé Nast Traveler) Monitors: No single recommendation drives this; reflects the cumulative effect of all categories, most influenced by [DC] Seawalk development, congestion metrics study; [HF] noise study, alternative heliport assessment; [WW] limited-entry licensing program	Combined into recommendation #30.
27	Data Gathering	Cruise industry economic impact — Measures direct/indirect economic contribution of the cruise/visitor industry to Juneau. • Complete annually; do a basic economic impact study every year as an addition to CBJ budget reporting. • Include visitor volume and flow data (#31) and tax data (#36).	High	short	\$30,000–\$100,000 / yr	<i>Basic annual economic impact study by an economic consultant, building on CBJ Finance data.</i> Scope: Program-wide Cadence: Annually Data source / owner: Economic consulting firm, CBJ Finance, CBJ Tourism Monitors: Tracks overall economic costs and benefits of tourism in Juneau. Can be tracked against infrastructure investments.	
28	Data Gathering	Business climate evaluation — Measures whether visitor capacity is serving or straining local (esp. downtown) businesses.	High	short	\$0–\$10,000	<i>Assumes data is pulled from the existing Raincoast Data business climate study; staff analysis time only.</i> Scope: Program-wide (Downtown focus) Cadence: Periodic - paired with the economic impact study cycle Data source / owner: Pull from Raincoast Data business climate study Monitors: [DC] Encourage Seawalk-facing entries, Seawalk development, Warner's Wharf development, TBMP strategic support; [WW] Limited-entry licensing program (operator business impact); [HF] Departure consolidation (operator business impact)	
29	Data Gathering	Whale watch vessel counts — Measures the number of active whale watching vessels operating in Juneau waters. In data reports, make considerations towards vessels not based in Juneau but operating within Juneau waters.	High	short	\$0–\$5,000 / yr	<i>Data-sharing arrangement with NOAA; staff time only.</i> Scope: Whale Watching Cadence: NOAA maintains - share with CBJ Data source / owner: Docks & Harbors, NOAA Fisheries, CBJ Law Monitors: [WW] CBJ limit structure, Enforcement coordination, Decal/sticker system, Operator moratorium/cap/tapering, Formalize operating agreement, Statter Harbor enforcement, Move 500 ft buoy, Whale SENSE into TBMP, TBMP manual page 17 guidelines - nearly the full Whale Watching recommendation set	Added "In data reports, make considerations towards vessels not based in Juneau but operating within Juneau waters."
30	Data Gathering	Visitor sentiment • Wifi survey — New overall Juneau visitor survey offered through public wifi downtown, at the airport, and at the ferry terminal. • Periodic media audit — Identify articles reflecting Juneau's image internationally as a "celebrating wins" component of reporting.	High	short	\$50,000–\$100,000	<i>Survey design, wifi portal integration (downtown, airport, ferry terminal), hosting, and analysis.</i>	See note from recommendation #26.
31	Data Gathering	Visitor volume and flow data — Measures passenger counts, ship schedules, trailhead/public transit usage. • Add to the list of data on the website and include in the economic impact study • Include data in annual TBMP report.	High	short	\$5,000–\$15,000 / yr	<i>Staff time compiling ship schedules, passenger counts, and trailhead/shuttle data for the website and economic impact study.</i> Scope: Program-wide (Downtown & Helicopter focus) Cadence: Ongoing / seasonal Data source / owner: Cruise Line Agencies of Alaska schedules, CBJ Tourism/Docks & Harbors/Parks & Rec, USFS trailhead counters Monitors: [DC] Congestion metrics study, Seawalk development, Warner's Wharf development; [HF] Departure consolidation, Noise study, Alternative heliport assessment, Annual community meeting	Changed "shuttles" to "public transit". Added "Include data in annual TBMP report".
32	Data Gathering	Downtown traffic — Measures pedestrian and vehicle counts, per 2002 Tourism Management Plan methodology and VITF discussions • Can use DOT cameras with vehicle counts; explore whether this is sufficient for monitoring congestion or if an additional mechanism is needed	High	short	\$5,000–\$75,000	<i>Low end: compiling existing DOT camera vehicle counts. High end: adding pedestrian/vehicle counters if DOT data proves insufficient.</i> Scope: Downtown Congestion Cadence: Ongoing / seasonal Data source / owner: Alaska DOT&PF, CBJ Engineering Monitors: [DC] Congestion metrics study, Roundabout redesign, Signal sequencing (DOT), Turn lane lengthening (DOT), South Franklin ROW (DOT), One-way/traffic signage, Stanchions (all 4 locations), Crosswalk striping, New crosswalk – Heritage Way (DOT), Flashing crossing lights, Benches/covered areas/awnings, Left-turn restriction signage	

No.	Category	Recommendation	Priority	Term	Estimated Cost	Cost Basis / Notes	VITF Discussion 10/22 Notes
33	Data Gathering	Infrastructure and service load indicators — Measures emergency response call volume at peak visitation • Include, emergency calls to cruise ships, and overall emergency call volume	High	short	\$2,000–\$10,000 / yr	<i>Staff time compiling transit ridership and Fire/EMS call data.</i> Scope: Program-wide (Downtown focus) Cadence: Ongoing / seasonal, peak-season focus Data source / owner: CBJ Capital Transit, Fire/EMS, Tourism Monitors: [DC] Crossing guard program, New crossing guard - Heritage Way, Peratrovich Plaza dev plan; [WW] Statter Harbor enforcement coordination (harbor service load)	Removed references to transit. Found to be redundant with recommendation #31.
34	Data Gathering	Centralized infrastructure improvement tracking — Maintains a single record of completed and underway capital projects, tied to the VITF action item register • Pull out capital recommendations and create a frequently updated tracker	High	short	\$5,000–\$30,000	<i>Tracker setup plus ongoing staff updates.</i> Scope: Program-wide Cadence: Ongoing / continuous Data source / owner: CBJ Engineering/Capital Projects, VITF action item register Monitors: [DC] Roundabout redesign, Signal sequencing (DOT), Turn lane lengthening (DOT), South Franklin ROW (DOT), Seawalk development, Warner's Wharf development, Stanchions (all 4 locations), Crosswalk striping, New crosswalk - Heritage Way (DOT), Flashing crossing lights, Benches/covered areas/awnings, Left-turn restriction signage; [HF] Alternative heliport assessment, [WW] Move 500 ft buoy - essentially every capital/infrastructure recommendation across all 3 categories	
35	Data Gathering	Permitting data — Measures the number of permits issued by CBJ and USFS (developed jointly with USFS)	High	short	\$2,000–\$5,000 / yr	<i>Staff time compiling CBJ and USFS permit data.</i> Scope: Program-wide Cadence: Annual Data source / owner: CBJ Finance, CBJ Community Development, CBJ Parks & Rec, CBJ Docks & Harbors, USFS Juneau Ranger District Monitors: [WW] CBJ license/permit structure, Limited-entry licensing program, Operator moratorium/cap-hapering, Decal/sticker system, Formalize operating agreement; [HF] Alternative heliport assessment (if new permits required); bed tax/sales tax also serve as a general visitor-economic-activity proxy across all 3 categories	
36	Data Gathering	Tax data — Measures hotel bed tax and CBJ sales tax revenue • Part of the economic impact study (#27)	High	short	\$0–\$5,000 / yr	<i>Existing CBJ Finance data; compiled as part of the economic impact study.</i> Monitors: Business licenses for tourism businesses, available hotel rooms	
37	Data Gathering	Environmental data: air quality — Track DEC air quality violations	High	short	\$0–\$5,000 / yr	<i>Staff review of publicly available DEC data.</i>	
38	Data Gathering	Environmental data: water quality — Track DEC water quality monitoring	High	short	\$0–\$5,000 / yr	<i>Staff review of publicly available DEC data.</i>	
39	Data Gathering	Continuous improvement — Monitor for data gaps	High	short	\$0–\$5,000 / yr	<i>Staff review of data gaps during annual reporting.</i>	
40	Data Gathering	Public health tracking — Track the CDC viral outbreaks page	High	short	\$0–\$2,000 / yr	<i>Staff monitoring of the CDC outbreak page.</i>	
41	Data Gathering	Public data reporting — Create an easily accessible page on the CBJ website with access to all of this information. Along with the annual survey report and the economic impact study, relevant statistics and notable changes could be included in the TBMP seasonal report.	High	short	\$15,000–\$40,000 + \$5,000–\$10,000 / yr	<i>Webpage/dashboard setup, then annual maintenance and data updates.</i> Scope: Program-wide	Added "statistics".
42	General	Tourism Plan - Use VITF report as a basis for a CBJ Tourism Plan with additional public process, vision, and overarching strategic guidance.					Discussed by VITF but omitted from work session - to be discussed at finalization meeting.

Priority Key:

High
Medium
Low

Highlight & Term Key:

New addition

Blue italics = priority, term, or cost estimated 10/16 — review

Term: short = within 2 years · medium = 2–5 years · long = 5+ years

short medium long

FAA Noise Resources Referenced:

- AEDT (Aviation Environmental Design Tool) — free FAA software for modeling aircraft/helicopter noise; can reduce contractor scope for the noise study. <https://aedt.faa.gov/>
- ASCENT Center of Excellence — FAA/university aviation noise research consortium; potential technical partner. <https://ascent.aero/>
- Airport Cooperative Research Program (ACRP) — FAA-sponsored research program that could fund/subsidize noise or heliport siting studies. <https://www.faa.gov/airports/acrp/>
- Airport Improvement Program (AIP) — FAA grants for airport-related planning/noise compatibility work, if tied to Juneau International Airport operations. <https://www.faa.gov/airports/aip/>
- Federal Interagency Committee on Aviation Noise (FICAN) — interagency noise research coordination body; potential no-cost participant in community meetings. <https://www.faa.gov/fican>

Note: the "Monitors" lines in Data Gathering rows are carried over verbatim from the 9/16 index and use the pre-10/10 recommendation names, some of which are now merged.