

**EAGLECREST BOARD OF DIRECTORS**  
**Meeting Agenda**  
**Thursday March 7<sup>th</sup> 2024 5:30pm**  
**City Hall Room 224 & Zoom**

Join Zoom Meeting

<https://juneau.zoom.us/j/88259484580?pwd=Z0dyTUdKdHh4ZEY0STU0N1M0VnovZz09>

Meeting ID: 882 5948 4580

Passcode: 372236

One tap mobile

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**Agenda:**

1. ROLL CALL
2. APPROVAL OF AGENDA
3. APPROVAL OF MINUTES
  - a. Minutes from February 1<sup>st</sup> 2024
4. PUBLIC PARTICIPATION
5. COMMITTEE & LIAISON REPORTS
  - a. Finance Committee February 8<sup>th</sup> 2024
  - b. Planning Committee February 29<sup>th</sup> 2024
6. MANAGERS REPORT
  - a. Financial Report
  - b. Department Update
  - c. Staffing update
  - d. Gondola update
  - e. Budget Process Update
7. UNFINISHED BUSINESS
8. NEW BUSINESS
  - a. Kawanti Adventure Zipline Tours Permit Renewal
  - b. Segway Alaska Tours Permit Renewal
  - c. Gondola Pricing Metrics
  - d. Expanded tour offerings for 2024 & 2025
  - e. Expanded CBJ Tourism Manager Role, Chapter 3.15

f. Future Meeting Schedule, Planning, Finance, May Board Meeting

9. PUBLIC PARTICIPATION

10. EXECUTIVE SESSION

11. BOARD OF DIRECTOR'S COMMENTS AND QUESTIONS

12.ADJOURNMENT – Next meeting date April 4<sup>th</sup> 2024 5:30pm zoom & room 224

**EAGLECREST BOARD OF DIRECTIONS**  
**February Meeting Minutes**  
**Thursday February 1st, 2023, 5:30pm**

**Agenda:**

1. ROLL CALL: Mike Satre, Jon Dale, Stephanie Warpinski, Hannah Shively, Norton Gregory and Kevin Krein were present. The mountain was represented by GM Dave Scanlan.
2. APPROVAL OF AGENDA: Jon called the meeting to order at 5:30. Jon asked about a review of the GM goals which was brought up at the January meeting, the GM was not yet ready to present but will have something to the board in March. Norton made a motion to approve the agenda, the motion was approved without objection.
3. APPROVAL OF MINUTES: Norton made a motion to approve the January regular meeting minutes, the motion was approved without any objection.
4. PUBLIC PARTICIPATION: Dave Hannah spoke in support of the sawmill the GM wishes to purchase with funds from the Packer Estate.
5. COMMITTEE & LIAISON REPORTS:
  - a. No committee meetings during the past month. Next Planning meeting is February 27<sup>th</sup>.
6. MANAGERS REPORT:

See Manager's Report for detail. Additional discussion points:

  - a. Mike Satre asked for more detail regarding the Packer Estate funds.
  - b. Hannah appreciated the write-up but also wanted more information.
  - c. Jon shared concerns regarding the mountain taking on too much labor by purchasing a mill as the mountain is yet to complete a proper toilet for a cabin built 3 years ago. Jon asked all board members to e-mail Mike Satre with any comments, questions or concerns regarding the sawmill. The information will be sent to the GM for discussion at the next meeting.
7. UNFINISHED BUSINESS: The next Finance meeting is February 8<sup>th</sup>, the next planning committee meeting is February 29<sup>th</sup>.
8. NEW BUSINESS:

- a. Pittmans Pub trivia night. The new vendor has expressed interest in hosting 3 ski trivia nights. Their current permit allows the vendors to hold the event without a catering permit. Norton made a motion to approve the Pittman's Pub trivial night request, the motion passed without objection.

9. PUBLIC PARTICIPATION: Dave Hannah noted that it would be irresponsible to not mill the trees being fell during the gondola project. He also noted that Trail Mix might be able to use the mill as well.

Kristen Strom passed along a request to keep the stoke high!

Beth McEwen passed praises to Eaglecrest for making the best of a very interesting weather season.

10. Board Comments.

- a. Hannah passed kudos to everyone at the mountain and noted the level of communication from the mountain and the great morning updates, very well managed for as chaotic as the season has been.

Norton was very excited to hear about the night skiing light purchase and the success of the J1 visa program. He inquired about the next steps for the wage analysis and noted how happy and friendly the lift attendants were. He passed appreciation for the morning updates.

Kevin echoed all other comments and noted how great it has been at the mountain this year. Kevin shared along excitement for the sawmill and the things that can be built! Mike thanked Beth for all that she does to help in the Clerk's office and is looking forward to seeing everyone at the mountain this weekend.

Jon shared that after a recent Juneau Ski Club race to Girdwood, that so many parents and athletes are excited to come to Juneau for the race series and FreeRide Comp. Jon passed appreciation to the GM for taking a look at the pay/range classification for Kristen's position and shared that she is a team member we can't afford to lose. He thanked all staff for their great attitudes and despite it being a dynamic year, it's also been a very good year!

11. ADJOURNMENT – Mike Satre thanked the board for their time and the next meeting date is March 7th, 2024. The meeting was adjourned at 6:25 pm.

**EAGLECREST BOARD OF DIRECTORS**  
**Finance Meeting Minutes**  
**Thursday February 8th, 2024, 5:30pm**

**Agenda:**

12. ROLL CALL: Jon Dale, Stephanie Warpinski, TJ Mason, Norton Gregory and Kevin Krein were all present. The mountain was represented by GM Dave Scanlan.
13. During the meeting the committee reviewed the proposed upcoming budget, key points of discussion were:
  - a) The committee reviewed interdepartmental fee increases from 2019 to 2025.
  - b) The committee reviewed all line item increases from the previous budget.
  - c) To support proper preparation for the new gondola, the 2025 budget is \$936k more than the 2024 budget. The committee felt strongly that the mountain should present the full ask for proper operations, a central treasury loan was discussed.
  - d) For FY25, a 3% cost of living increase for all staff will cost \$57,000.
  - e) The GM will continue to work with the City Managers officer for more direction and guidance and report back to the board at the next meeting.

# **Eaglecrest Board Planning Committee Meeting**

**Thursday February 29 2024 5:30pm**

## **Downtown Library Large Meeting Room & Zoom**

1. Roll Call:
  2. Pricing Metrics for Gondola
  3. Potential for expanded tour offerings in summer 2024 & 2025
  4. CBJ Tourism Manager Expanded Role. Update to Chapter 03.15 Tourism Office
  5. Sawmill Operations Discussion
  6. Gondola Construction Request for Qualifications.
- 
- The meeting was called to order at 5:30 p.m. In attendance: Hannah Shively via zoom, Mike Satre, TJ Mason, Kevin Krein, Norton Gregory, and Dave Scanlon representing the mountain. Guests: Representing Goldbelt – Rance and Skiba
  - **Pricing and partnerships for gondola transportation. [0:00](#)**
    - Dave Scanlon presents pricing metrics for the gondola, including a wholesale price of \$85 and a potential retail price.
    - Skiba and Rance propose negotiating early guaranteed passenger agreements with cruise lines.
    - The group discuss potential partnership with Gold Belt for transportation services.
  - **Pricing for summer activities at a ski resort. [4:22](#)**
    - Dave Scanlon explains that gold belt will take a 25% commission on any sales made at the tram or through wholesaling, which works out well for both parties.
    - The group discusses other tours that are priced similarly to the 159 rate, including segway tours and zip line operators.
    - Dave Scanlon suggests \$85 as the wholesale price point for the glacier tour, with a walk-up window rate of \$95 and a 50% discount for local residents.
    - The group discusses the potential for upgrading facilities to increase quality and justify higher prices.
  - **Accessibility and affordability for summer attractions. [9:26](#)**
    - Mike Satre suggests considering a seasonal pass approach for accessibility and affordability, while Dave Scanlon follows up with legal on proof of residency requirements.
    - Dave Scanlon discusses pricing strategies for summer season pass sales.
  - **Offering hiking tours for cruise ship passengers. [12:51](#)**

- Group agrees to present pricing metrics to full board for approval.
- Alaska coach tours and Crystal Cruises discuss potential hiking tour options for summer, including a chairlift ride and guided walk.
- Dave Scanlon suggests offering a guided experience on the chairlift, potentially generating \$800,000 in revenue.
- Scanlon proposes staffing the lift with guides who load and unload passengers every hour and a half, with options for local tickets or lowering the chair for mountain bikers.
- **Expanding ski resort operations with additional revenue streams. [18:53](#)**
  - Dave Scanlon discusses the potential for a new tourism at Eaglecrest, focusing on summer operations and the need for a second mechanic to operate seven days a week.
  - Scanlon believes there is an opportunity to work with cruise lines and coach tours, potentially filling slots for next year and providing relief for larger cruise lines with bigger ships.
  - Dave Scanlon suggests a \$2 million bridge loan to cover FY 25 and 26 needs, with potential for summer revenues to soften the pain of construction and expansion.
  - Hannah Shively expresses concern about logistics of running the lift every half hour, preferring dedicated staff instead of adding it as an additional task.
- **Financial projections and revenue sharing for a mountain resort project. [25:08](#)**
  - The group discuss revenue sharing for summer activities at a ski resort, focusing on the price point and potential costs.
  - Dave Scanlon and Norton Gregory lightly discuss Goldbelt's potential investment in hooter and future plans for the mountain.
- **Managing tourism at the ski area during construction. [28:33](#)**
  - The group discuss potential solutions for a rainy day at a ski resort, including alternative routes and no motorized transportation.
  - Operational issues, such as scheduling and truck traffic, must be addressed for the quarry and cabin users.
- **Tourism management roles and responsibilities. [33:16](#)**
  - Mike Satre expresses support for the optional tour concepts, suggesting that the board should provide formal approval for any necessary documents.
  - The group discusses the lead time for purchasing gear for the retail shop,
  - Dave Scanlon mentions a potential issue with the city's tourism manager role and responsibilities, as an ordinance is being proposed to expand the position's power and authority.
  - Alex Pierce, current tourism manager, is a supporter of Eaglecrest and understands the critical role the resort will play in dispersing visitors, but the board may lose power and control if the ordinance passes.
- **Tourism management and authority in Juneau. [39:50](#)**
  - Tourism manager could potentially have authority to manage projects related to cruise ship tourism, despite board's oversight.
  - Assembly seeks control over community planning and tourism impacts.

- Norton Gregory agrees, recommending the assembly give direction to the city manager instead of the other way around.
- **Sawmill operation and gondola construction. [46:07](#)**
  - Dave Scanlon seeks feedback from the board on a proposed policy change related to the sawmill operation.
  - Chelsea Swick of the risk department reaches out to an insurance broker to obtain a supplemental insurance policy to cover the city's activities.
  - Scanlon emphasizes long-term investment in building maintenance and gondola infrastructure.
- **Construction projects and procurement processes. [49:58](#)**
  - Mike Satre expresses concerns about the sawmill operations, including staffing challenges and the ability to maintain it with existing resources.
  - Dave Scanlon seeks more information before making any decisions, and Norton Gregory agrees that there's no urgent need for a decision.
  - Dave Scanlon is hoping to send out a request for qualifications (RFQ) for the gondola construction project early next week, after engineering has provided comments on the draft.
  - Cornerstone Construction, a big construction outfit based in Anchorage, is interested in bidding on the project and wants to meet with Dave Scanlon to discuss the project and provide feedback.
  - Dave Scanlon outlines the project timeline and milestones, including the RFP process and guaranteed maximum price for each component.
  - The team discusses the potential for fast-tracking activities and addressing any red tape or barriers to progress.

## Manager's Report March 2024

**Financial Report:** The chart below shows the total revenue and expenses accrued year to date for the years represented. For such and erratic year of weather I am proud to say that we are setting a record for total revenue with a \$74,000 lead over last year which was our highest revenue year in history. We are hopeful that we will be able to continue with this pace throughout the remainder of the spring. In Snowsports School we have a large amount of revenue that has not hit the books yet for the first half of the season's home school programs. Despite a rocky start to the season with staffing shortages, the Kitchen has been able to pull in significant revenue posting the second highest totals in the last 10 years. On the expense side of the equation due to our March Board Meeting falling on March 7<sup>th</sup> and last year's falling on the 1<sup>st</sup>, we have an additional biweekly period that we are reporting in all expense centers which makes all expenses look higher than previous years.

	FY19	FY20	FY21	FY22	FY23	FY24	FY24 to FY23	FY24 to FY22	FY24 to FY21
Sales	Actual	Actual	Actual	Actual	Actual	Actual			
Ski School Fees		\$ 111,786	\$ 171,748	\$ 157,386	\$ 160,609	\$ 143,115	\$ (17,494)	\$ (14,271)	\$ (28,633)
Ski Lift Fees		\$ 169,214	\$ 176,771	\$ 173,170	\$ 206,443	\$ 237,644	\$ 31,201	\$ 64,474	\$ 60,873
Advance Ticket		\$ 72,356	\$ 73,467	\$ 118,636	\$ 101,701	\$ 103,435	\$ 1,734	\$ (15,201)	\$ 29,968
Season Ticket		\$ 221,460	\$ 205,681	\$ 223,255	\$ 206,381	\$ 151,686	\$ (54,695)	\$ (71,569)	\$ (53,995)
On Line Season Pass Sales		\$ 362,258	\$ 692,773	\$ 815,038	\$ 855,835	\$ 970,670	\$ 114,835	\$ 155,632	\$ 277,897
Bus Fees		\$ 3,282	\$ 468	\$ 2,497	\$ 1,679	\$ 4,195	\$ 2,516	\$ 1,698	\$ 3,727
USER FEES		\$ 940,356	\$ 1,320,908	\$ 1,489,982	\$ 1,532,648	\$ 1,610,745	\$ 78,097	\$ 120,763	\$ 289,837
Retail - Soft G		\$ 47,307	\$ 41,701	\$ 46,480	\$ 54,180	\$ 63,287	\$ 9,107	\$ 16,807	\$ 21,586
Food Service		\$ 102,050	\$ 69,242	\$ 84,831	\$ 136,695	\$ 125,105	\$ (11,590)	\$ 40,274	\$ 55,863
Ski Repair		\$ 19,106	\$ 24,572	\$ 26,294	\$ 11,636	\$ 26,097	\$ 14,461	\$ (197)	\$ 1,525
SALES		\$ 168,463	\$ 135,515	\$ 157,605	\$ 202,511	\$ 214,489	\$ 11,978	\$ 56,884	\$ 78,974
Locker Rental F		\$ 61,597	\$ 62,900	\$ 68,758	\$ 78,561	\$ 81,933	\$ 3,372	\$ 13,175	\$ 19,033
Ski Rental		\$ 63,088	\$ 73,512	\$ 73,547	\$ 79,004	\$ 79,210	\$ 206	\$ 5,663	\$ 5,698
Lodge Rental		\$ 29,515	\$ 34,926	\$ 38,208	\$ 59,095	\$ 39,719	\$ (19,376)	\$ 1,511	\$ 4,793
RENTALS		\$ 154,200	\$ 171,338	\$ 180,513	\$ 216,660	\$ 200,862	\$ (15,798)	\$ 20,349	\$ 29,524
Total Sales		\$ 1,263,019	\$ 1,627,761	\$ 1,828,100	\$ 1,951,819	\$ 2,026,096	\$ 74,277	\$ 197,996	\$ 398,335
Total difference / FY22		\$ 763,077	\$ 398,335	\$ 197,996	\$ 74,277		\$ (74,277)	\$ (197,996)	\$ (398,335)
Expenses									
Personnel Costs							FY24 to FY23	FY24 to FY22	FY24 to FY21
Ski Area Administration		\$ 343,004	\$ 312,746	\$ 298,118	\$ 365,867	\$ 435,396	\$ 69,529	\$ 137,278	\$ 122,650
Ski Rental Shop		\$ 22,739	\$ 39,487	\$ 28,304	\$ 18,102	\$ 64,451	\$ 46,349	\$ 36,147	\$ 24,964
Ski Patrol Program		\$ 73,960	\$ 116,942	\$ 119,111	\$ 153,903	\$ 170,206	\$ 16,303	\$ 51,095	\$ 53,264
Lift Operation Program		\$ 22,113	\$ 51,093	\$ 20,077	\$ 23,545	\$ 60,439	\$ 36,894	\$ 40,362	\$ 9,346
Maintenance Program		\$ 144,228	\$ 141,492	\$ 190,198	\$ 288,696	\$ 163,710	\$ (124,986)	\$ (26,488)	\$ 22,218
Lodge Operations Program		\$ 56,225	\$ 54,086	\$ 55,314	\$ 68,323	\$ 68,770	\$ 447	\$ 13,456	\$ 14,684
Food Service		\$ 14,715	\$ 27,169	\$ 30,442	\$ 32,996	\$ 24,685	\$ (8,311)	\$ (5,757)	\$ (2,484)
Marketing/Special Events		\$ 65,121	\$ 56,937	\$ 42,664	\$ 63,053	\$ 61,302	\$ (1,751)	\$ 18,638	\$ 4,365
Ski School Program		\$ 71,310	\$ 99,894	\$ 108,787	\$ 151,402	\$ 160,065	\$ 8,663	\$ 51,278	\$ 60,171
Total Personnel Costs		\$ 813,415	\$ 899,846	\$ 893,015	\$ 1,165,887	\$ 1,209,024	\$ 43,137	\$ 316,009	\$ 309,178
								\$ -	\$ -
Other Expenses								\$ -	\$ -
Ski Area Administration		\$ 224,896	\$ 390,547	\$ 397,389	\$ 312,906	\$ 456,179	\$ 143,273	\$ 58,790	\$ 65,632
Ski Rental Shop		\$ 33,180	\$ 32,070	\$ 19,952	\$ 15,866	\$ 70,549	\$ 54,683	\$ 50,597	\$ 38,479
Ski Patrol Program		\$ 6,971	\$ 13,264	\$ 4,843	\$ 8,506	\$ 31,437	\$ 22,931	\$ 26,594	\$ 18,173
Lift Operation Program		\$ 24,702	\$ 8,347	\$ 4,191	\$ 3,119	\$ 18,436	\$ 15,317	\$ 14,245	\$ 10,089
Maintenance Program		\$ 62,161	\$ 49,444	\$ 66,686	\$ 57,638	\$ 54,875	\$ (2,763)	\$ (11,811)	\$ 5,431
Lodge Operations Program		\$ 73,880	\$ 75,716	\$ 66,830	\$ 69,155	\$ 87,946	\$ 18,791	\$ 21,116	\$ 12,230
Food Service		\$ 60,653	\$ 40,395	\$ 30,687	\$ 36,716	\$ 79,693	\$ 42,977	\$ 49,006	\$ 39,298
Marketing/Special Events		\$ 26,762	\$ 9,827	\$ 6,602	\$ 11,010	\$ 25,007	\$ 13,997	\$ 18,405	\$ 15,180
Building Maint/Utilities		\$ 54,556	\$ 54,512	\$ 58,500	\$ 58,500	\$ 77,379	\$ 18,879	\$ 18,879	\$ 22,867
Ski School Program		\$ 4,720	\$ 2,323	\$ 1,086	\$ 1,695	\$ 13,633	\$ 11,938	\$ 12,547	\$ 11,310
Equipment Replacement		\$ 58,338	\$ 58,333	\$ 58,333	\$ 58,333	\$ 58,333	\$ -	\$ -	\$ -
Vehicle Maintenance		\$ 43,295	\$ 49,632	\$ 55,767	\$ 59,861	\$ 52,027	\$ (7,834)	\$ (3,740)	\$ 2,395
Total Other Expenses		\$ 674,114	\$ 784,410	\$ 770,866	\$ 693,305	\$ 1,025,494	\$ 332,189	\$ 254,628	\$ 241,084
							\$ -	\$ -	\$ -
Total Costs		\$ 1,487,529	\$ 1,684,256	\$ 1,663,881	\$ 1,859,192	\$ 2,234,518	\$ 375,326	\$ 570,637	\$ 550,262

As we come into the end of the operating season we will be working with the finance department to ensure that all expenses are landing in their proper accounts and all justifiable CIP expenses are also landing in their proper CIP project code. That said our expenses in the ski shop category are up as a result of us trying to have the shelves stocked with all of the popular retail products coming into the busy spring season. In the Food Service line, we are having less lag time getting invoices paid and hitting the general ledger than in previous years, leading to higher expenses showing up at this point. Our purchases will be starting to linger off as we come into the end of the season in this category and many others.

**Mountain Operations:** The Mountain Operations team has been doing a great job keeping all of the main trails groomed and have been able to start adding in more of the steep west side trails. We have completed substantial repairs to the winch cat's tiller with the help of the Packer funds. We have also hired on a third groomer to give our lead groomer time to work on other special projects. The crew provided a great racing surface for our big USSA races that the Juneau Ski Club hosted on Feb 24<sup>th</sup> and 25<sup>th</sup>. We will be getting our spring terrain park built this week in preparation for our spring events. Our Maintenance department laborers have been through chainsaw training and have started some tree removal underneath the Gondola taking advantage of the spring snowpack when they are not working on snow removal and other light duty repairs around the shop.

Lift Operations have been running smoothly with a well staffed roster of operators. Our head of Lift and Vehicle Maintenance Manager has been tackling occasional repairs as they come up and has been keeping consistent operations on all lifts. We will begin running very short on lift operators as we get further into spring and the J1 workers begin to migrate back home.

We are working to put out a bid package to decommission our old underground fuel storage tanks. Now that we are starting to pursue this, it is becoming apparent that this project may dominate next year's CIP Budget. I am currently in conversation with the Engineering department about adding in funds to our FY25 CIP request to accommodate for this.

**Ski Patrol:** Ski Patrol has been keeping busy helping to prepare and provide coverage for our special racing events that have happened over the last couple of weeks. We have had a little break in the weather from avalanche control days. During this break in the weather teams of Patrollers have begun taking laps through Heavenly Valley and Hogs Back Mountain taking notes on potential avalanche mitigation routes to be performed as work on the next phase of ski area expansion.

**Marketing and Events:** Our Marketing and Events Manager has been doing a great job with the daily conditions reporting and live terrain update on the website. We continue to work on our vibrant social media presence on all of the platforms with her great daily photos of the conditions. We are looking forward to our spring terrain park series in partnership with

Boarderline Snowboard Shop. We recently had interest from a travel writer from the New York Times. They are planning to run a feature article in the fall leading up to next season talking about all of our pass partnerships and the “off the beaten path” travel experience. The next couple of weeks will be focused on promoting spring events and multicard products as we come into the spring break period.

### **Snowsports School**

- We have completed one session of multi week programs and in the middle of the second session
- We have completed one adult program and we are half way in two others
- Douglas Indian Association has been for two visits and have more to come
- Native Snowsports spring camp is scheduled March 18-19
- Spring break camp is March 20-22 and is full, we added what we could from our waitlist this past week
- We have completed our online zoom sessions for our Snowboard training for our instructors. We also had a certification exam and have 2 new certified instructors
- We completed our Alpine education clinics for instructors to keep current in education this was 3 days.
- Our school group program is doing really well and is very successful at getting schools that might not otherwise be able to participate exhaust of financial barriers, we are very appreciative to the Eaglecrest Foundation on working with us in this program.
- BIG NEWS!!! The Eaglecrest Foundation had a large donation for the Books to boards program. The winner of the Juneau ski clubs annual cash bash donated their entire winnings to this program.

### **RRR**

- we had to replace the main component on our grinder machine, the stone. We needed to do this now as we have been keeping busy in repair and we want to continue to support our customers
- Almost all our main orders have been placed for the next season in retail and rental. One left!
- We will start to lose the majority of our rental staff starting next week right before spring break. We have plans in place to help adjust to the shift.

### **OTHER items from the SSS Director**

- Continually troubleshooting and fixing office computer, POS, printers and replacement parts
- Working with CBJ IT on issues and computer replacement needs and service
- Supporting/ supervision of ticketing staff to plan for large events on the mtn to alleviate ticket lines. JSC and freeride events. Support with guest complications
- Working with Payroll and HR for our international employees on any issues and problems

**Staffing:** For the first time in many years, thanks to the J1 visa program and the employee housing with UAS, we have had our front line staffing positions fully occupied from the majority of the season. This is all going to change in the next two weeks as we start to have our J1's leaving and returning to their home countries. We still have job postings live for these front-line positions and have hopes of being able to fill enough of the vacancies to prevent a reduction of services. Extra work demands will be falling down onto the remaining staff. We are still looking for an assistant ski lift mechanic, a heavy machinery mechanic, a food service supervisor, a retail and repair admin coordinator and a marketing and media coordinator.

**Gondola Update:** Our Ski Lift Engineers have now completed calculations and all of the reaction forces for each support tower. PND structural engineers are taking these dynamic load calculations and are in the process of designing the tower foundations. This is one of the most critical tasks that is needed to prepare our construction bid package. CBJ engineering and contracts is working on completion of their Request for Qualifications which will be the first solicitation that will be published and required for any contractor that is interested in bidding on the project. We hope to have this completed and published in the next week.

**Budget Process:** We had our budget review meeting on Thursday the 29<sup>th</sup> with the City Managers office and the Finance Department. Attached in the meeting materials is the draft Eaglecrest Budget Packet as compiled by the CBJ Budget Analyst. If we can establish our new summer tours utilizing the Hooter chair for walking tours we would be able to fund covering the 3% wage increase in FY25 and again in FY26, hire on a new summer crew to support the Gondola Construction contractors, begin our winter ski area expansion into Heavenly Valley and all of our other associated costs with a \$1.6M bridge loan. Conversations on this concept will be continuing this week.



City and Borough of Juneau  
City & Borough Manager's Office  
155 South Seward Street  
Juneau, Alaska 99801  
Telephone: 586-5240 | Facsimile: 586-5385

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TO: Deputy Mayor Hale and CBJ Borough Assembly  
FROM: Katie Koester, City Manager  
DATE: February 21, 2024  
RE: Changes to Title 3 (Administration) and Title 85 (Docks and Harbors)

The purpose of the draft legislation presented to you today is to clarify the roles and responsibilities of the Tourism Manager and the Docks and Harbors Board. It is a follow-up to the 12.18.23 Joint Docks and Harbors and Assembly meeting where this topic was discussed.

### **History**

The growth of Tourism in Juneau created the need to manage the impacts of tourism across the community. In 2021 the Assembly approved a Tourism Manager position in the Manager's office to do just that through improvements in infrastructure, negotiation with industry and understanding the landscape of the visitor industry and how Juneau citizens interact with it.

The new role has created confusion in duties and responsibilities where tourism interacts with port infrastructure, recreational land, and housing. This has been experienced most acutely within Docks and Harbors where there is conflict in the mission of the enterprise to maximize revenue and be self-sustaining and the desire of the community to control, and sometimes limit, growth. The work Eaglecrest is doing with the gondola also has a clear tourism nexus. In the future other enterprise boards could have projects that have a disproportionate impact on the visitor industry and need to be managed through that lens.

### **Changes to Title 3**

The attached draft ordinance amending Title 3, Administration, to establish the Tourism Office and their corresponding duties allows the manager to assign the Tourism Manager as the project manager or co-project manager for projects with a substantial relationship to cruise-ship related tourism.

### **Changes to Title 85**

City Manager Watt spent the last year of his tenure working on aligning roles and responsibilities of the Tourism Manager, who is under the City Manager, and the Docks Enterprise, currently under the Port Director.

The changes presented to you in the marked-up draft of "Title 85 Waters and Harbors" were drafted by Manager Watt and were presented to the Docks and Harbors board in August and September of 2023. The proposed changes are explicit about what the Docks and Harbor board is not responsible for (rate setting, scheduling or policy issues, and issues related to the interface between industry and citizens of Juneau, including the impact of tours). It also states that the Port Director will take direction from the City Manager as it relates to cruise ship tourism. This, in conjunction with proposed changes to Title 3, make it very clear that the Manager's office, through the Tourism Manager, has direct

control and influence over all things related to cruise tourism. This change will help advance the goals of the Visitor Industry Task Force (VITF) and provide a more direct route for Assembly influence on tourism related projects.

The Docks and Harbor Board discussed a response to the City Manager's proposal at their October 26, and November 15, 2023 board meetings. The most recent version of their draft comments are included in the packet. They are addressed to the City Manager and were not formally adopted by the board. The draft Board comments take issue with the proposed language as unnecessary and drafted in the negative. While the Board bring up good points, the purpose of this legislation is to clarify roles and responsibilities in which case the more direct and explicit the language is, the easier it will be for current and future bodies to correctly interpret the Assembly's intent.

At the 12.18.2023 Joint Docks and Harbors and Assembly meeting, the Assembly discussed limiting Dock & Harbors to running operations, staffing and facilities; the Assembly wanted to have control of broad range community planning and managing the impacts of tourism as it relates to Docks and Harbors. In summary, the policy of Docks and how they are used is the purview of the Assembly.

**Recommendation:**

Title 3, Administration

Direct Assembly Liaisons to bring the proposed changes to their respective empowered boards for feedback. Move to introduce ordinance making changes to Title 3 at April 1<sup>st</sup> Regular Assembly meeting to give Liaisons time to collect relevant feedback.

Title 85, Docks and Harbors

Give staff feedback on Manager Watt's proposed changes. Direct staff to introduce an Ordinance concurrent with changes to Title 3.

Enc:

Draft ordinance amending Title 3

Title 85 Proposed Changes Watt

Title 85 clarification (from Docks and Harbors Board)

Presented by:

The Manager  
Presented:  
Drafted by: Emily Wright

## **ORDINANCE OF THE CITY AND BOROUGH OF JUNEAU, ALASKA**

**Serial No. 2024-XX**

### **An Ordinance Establishing Duties for the Tourism Office.**

WHEREAS, the Assembly initially funded a tourism manager position with Ordinance 2021-08(b)(am)(C) (adopted Aug. 23, 2021);

WHEREAS, the City Manager has broad authority over departments like the Parks & Recreation Department and Library Department, which provide many facilities and services to tourists;

WHEREAS, the Eaglecrest Ski Area enterprise department is developing summer operation plans that include a gondola dependent on cruise ship tourism, for which the City Manager has limited authority over without this ordinance;

WHEREAS, the Docks and Harbors enterprise department has admirably managed the cruise ship docks and the cruise ship industry while the recent increases in cruise ship tourism necessitates the Assembly to authorize the City Manager with more control of tourism management; and

WHEREAS, this ordinance would help clarify the tourism manager's duties especially related to enterprise departments, for which the City Manager would otherwise have limited authority.

BE IT ENACTED BY THE ASSEMBLY OF THE CITY AND BOROUGH OF JUNEAU, ALASKA:

**Section 1. Classification.** This ordinance is of a general and permanent nature and shall become a part of the City and Borough of Juneau Municipal Code.

**Section 2. Amendment of Chapter.** Chapter 03.15 is amended by creating a new section to read:

**03.15.060 Tourism Office**

- (a) City Manager Authority. The manager may create and maintain the tourism office by appointing a tourism manager. The tourism manager shall report to the manager.
- (b) Duties. The tourism office is responsible for tourism management borough-wide, including but not limited to the following: centralized tourism policy and management; coordination of community planning and projects related to tourism; public relations related to the cruise ship industry, including contract management and schedule coordination; and other duties as assigned by the manager.
- (c) Department consultation. Department directors, or designees, including enterprise departments, are expected to take direction from the tourism office when a project, change in operation, change in policy, or similar action would likely alter or impact tourism management. The tourism manager, or designee, is expected to consult with department directors when a tourism management issue would likely alter or impact a department's project, operation, policy, or similar action. The tourism manager is expected to provide reports and be available to advise Department Directors, Boards, and Committees related to tourism management.
- (d) Project Management. The manager may assign the tourism manager as the project manager or a co-project manager for any project with a substantial relationship to cruise-ship originating tourism even if an enterprise department would otherwise manage the project. If the manager invokes this project management authority for an enterprise department project, the manager shall provide written notice to the enterprise department governing body and to the Assembly or Assembly committee; the Assembly may repeal such project management authority assigned to the tourism manager on a case by case basis via motion.

**Section \_\_. Effective Date.** This ordinance shall be effective 30 days after its adoption.

Adopted this \_\_\_\_\_ day of \_\_\_\_\_, 2024.

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Beth A. Weldon, Mayor

Attest: