



SPECIAL ASSEMBLY JOINT MTG. 2024-02 WITH EAGLECREST BOARD AGENDA

January 10, 2024 at 5:30 PM

Assembly Chambers/Zoom Webinar

<https://juneau.zoom.us/j/93917915176> or 1-253-215-8782 Webinar ID: 939 1791 5176

Immediately followed by Assembly Finance Committee Meeting

A. CALL TO ORDER

B. LAND ACKNOWLEDGEMENT

We would like to acknowledge that the City & Borough of Juneau is on Tlingit land, and wish to honor the indigenous people of this land. For more than ten thousand years, Alaska Native people have been and continue to be integral to the well-being of our community. We are grateful to be in this place, a part of this community, and to honor the culture, traditions, and resilience of the Tlingit people. *Gunalchéesh!*

C. ROLL CALL

D. AGENDA TOPICS:

Joint Assembly Meeting with the Eaglecrest Board

1. Introduction Board Chair, Mike Satre
2. Eaglecrest Wage Study Report
3. Projected year around operations revenue and expenses
4. Deferred Maintenance needs short term and long term

E. PUBLIC PARTICIPATION ON NON-AGENDA ITEMS

INSTRUCTION FOR PUBLIC PARTICIPATION

The public may participate in person or via Zoom webinar. Testimony time will be limited by the Mayor based on the number of participants. Members of the public that want to provide oral testimony via remote participation must notify the Municipal Clerk prior to 4pm the day of the meeting by calling 907-586-5278 and indicating the topic(s) upon which they wish to testify. For in-person participation at the meeting, a sign-up sheet will be made available at the back of the Chambers and advance sign-up is not required. Members of the public are encouraged to send their comments in advance of the meeting to BoroughAssembly@juneau.gov.

F. SUPPLEMENTAL MATERIALS

Clerk's Note: Eaglecrest presentation materials will be submitted as Red Folder/Supplemental Materials at the meeting if not before.

1. **RED FOLDER: Eaglecrest Presentation to Joint Assembly/Eaglecrest Board Meeting**
2. **RED FOLDER: Eaglecrest Wage Study - Executive Summary**

G. ADJOURNMENT

ADA accommodations available upon request: Please contact the Clerk's office 36 hours prior to any meeting so arrangements can be made for closed captioning or sign language interpreter services depending on the meeting format. The Clerk's office telephone number is 586-5278, TDD 586-5351, e-mail: city.clerk@juneau.gov.



Eaglecrest 2023-2024

- Focused on growing local and out of town winter business
- Sold record number of seasonal pass products in 2022-3017
- Currently sold 2946 seasonal pass products in 2023
- Launching new ski and stay packages in partnership with Keli's Concierge, Travel Juneau, Four Points, Baranof Hotel and the Ramada.
- Utilizing J1 visa workers from Peru, Brazil and Costa Rica





Redemption Method	Number of Redemptions 21/22'	Number of Redemptions 22/23'
Ind. Season Pass Visitors	299	531
Indy Pass	61	147
Boarding Pass (AK Airlines)	539	540
(Boarding Pass) Seaplanes	9	13

Independent Traveler Growth

- Eaglecrest offers reciprocal pass programs with over 150 resorts nationwide to make our ski area more accessible to pass holders everywhere.
- Listed here are our redemptions from the Alaska Airlines boarding pass deal, Alaska Seaplanes and Ferry system day pass, Indy Pass user redemptions, and Independent resort stats.

Striving to Expand Accessibility

COMMUNITY GROUPS

Eaglecrest Foundation - 10 Sponsored School Groups
300+ students Grades 2-4
5th Grade Passport Program
Books 2 Boards Program
Douglas Indian Association
Hoonah City School - Lego Robotics Team
Yaakoosge - Lighthouse
Zach Gordon Youth Center
Girl Scouts of America
Tlingit/Haida - Native Youth Snowsports Series
Sitka Conservation Society
Johnson Youth Center
Southeast Independent Living SAIL/ORCA Program

Gondola Project Sustainability and Resiliency



Protect winter operations against the impact of climate change with upload and download capacity



Develop a durable and sustainable year-round revenue stream that will:

Fund repair and replacement of existing aging infrastructure.

Continue to support competitive wages for recruitment and retention of staff

Reduce the amount of General Fund Support needed to cover increasing costs of operations



Gondola Statistics

- Pulse Gondola currently has twelve / fifteen passenger cabins
- Total hourly capacity of 750 passengers per hour
- Four pods of three cabins circulating the line
- Plans for a midway loading and unloading station
- Total top to bottom ride time as fast as 7.5 minutes
- The City of Juneau contributed \$2 Million toward the purchase
- We have entered a long-term partnership with Goldbelt inc.
- Goldbelt has provided \$10 Million in Development Capital



Members of Engineering Design Team

Northwind
Architects –
Team Lead

SCJ Alliance –
Gondola Design
Consultant

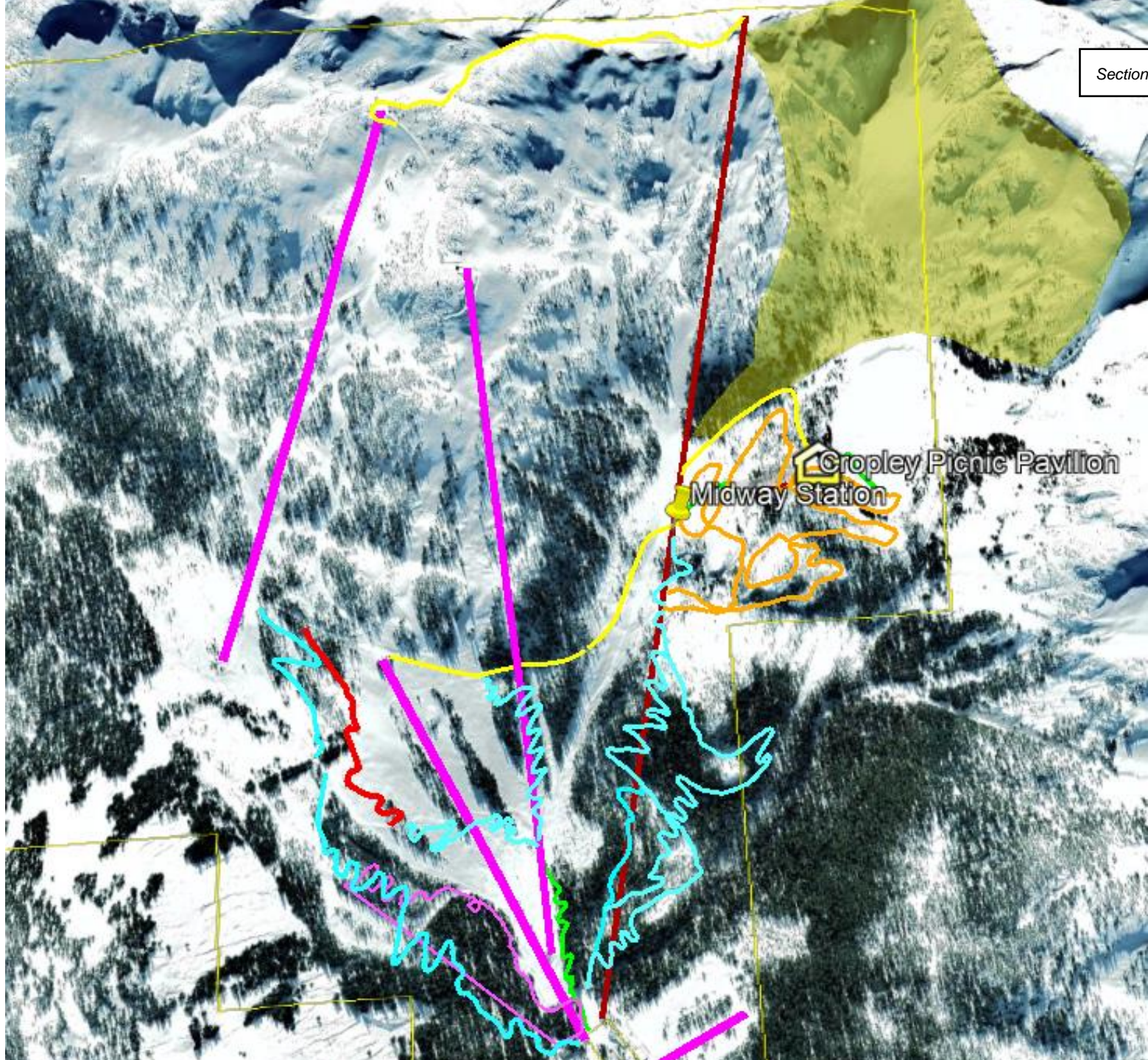
PND Engineers –
Structural and
Geotechnical

RESPEC – Civil,
Electrical and
Mechanical

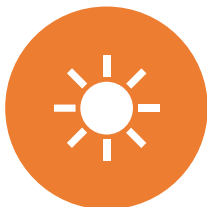
57 North – Land
Survey

Corvus Design –
Wetland
Delineation.





Midway Station Activities



SUMMER AND
WINTER TUBING



NORDIC SKIING



SNOWSHOEING



SPRING LEARN TO
SKI



HIKING TRAILS TO
CROPLEY LAKE
PICNIC PAVILION



ROPES COARSE



MOUNTAIN BIKE
TRAILS



MOUNTAIN CART
TRAILS

Probable Path Forward & Timeline

Engineering Team started back to work in September finalizing the profile and tower placements

Through out the winter we will be continuing to remove trees and improve access to tower locations

Patrol will begin to analyze and develop the avalanche mitigation plan for Heavenly and Hogsback this winter.

Targeting to bring on the construction contracting team by March/April

Constructing the roads to top and mid-station early spring and beginning concrete work at tower sites by fall

Completion of construction by October / November of 2025

Open for winter operations for the 2025/2026 winter season

Sierra Research Associates LLC Comparative Wage & Salary Analysis

**Eaglecrest Ski Area
Juneau Alaska[©]
2022-2023**

January 4, 2024

Executive Summary

This analysis shows, based on four different comparison models, the wages and salaries in effect at Eaglecrest in the 2022-2023 Ski Season were between 82.49% and 88.6% of average wage levels at similar resorts across the United States.

When four different comparison groups were aggregated into an overall comparison of wage rates for positions at Eaglecrest, the average showed Eaglecrest's wages were 86% of the average wages for similar resorts.

This 14% wage pay gap to the peer resort groups is before any additional adjustment is made for the cost of living associated with the Eaglecrest / Juneau labor market.

To identify any additional wage and salary pressures from the cost-of-living differences at the comparison resorts compared to Eaglecrest, work was done estimating a median cost of living index for the comparison group of resorts.

Cost of Living data was used to create this estimate from the Council for Community and Economic Research² to estimate the relative cost of living for the comparison resorts in this wage and salary study as a group. This is the same index referenced by the Juneau Economic Development Council in their 2023 "JEDC Economic Indicators and Outlook" report.³

The objective being to determine what differences between Juneau there might be compared to the resorts grouped for use in this wage and salary analysis.

For reference, the Cost of Living (COL) index for Juneau in this report sourced from the Council for Community and Economic Research (and also used in the JEDC's report) is 127.9. The index is set based on a US average index being 100. The Juneau index value showing that Juneau has a cost of living 1.279 times higher than the average US city.

Each of the 83 resorts used in this wage and salary comparison was mapped to the nearest metro/micro city area available in the Council for Community and Economic Research study for Q3 of 2023. The distance from the resort was noted to the metro/micro city area, and the associated Cost of Living (COL) index value was obtained. The distribution of the index values was then analyzed and averages, medians and skew coefficients for the distribution of cost-of-living index values determined.

Based on the cost-of-living index values for the comparative ski resorts the analysis showed a median cost of living for the 83 sample resorts of 103.1 compared to an Eaglecrest / Juneau index value of 127.9.

Calculating COL comparisons for each of the individual comparison groups gave a range of Median values from a low of 100.3 to a high of 106.4.

² Council for Community and Economic Research 2023 Third Quarter Data Published Oct. 2023

³ JEDC Economic Indicators and Outlook Report Volume 2023 page 70.

Key Observations:

- 1. There is a significant shortfall in wages and salaries both based on comparison to similar resorts of 14%, and a further gap due to cost of living that approaches an additional 25% shortfall. ⁴
- 2. This would suggest the need to increase wages and salaries to be competitive with the average paid by the comparison resorts of 14% to close the observed wage gap, then an additional 25% to adjust for the COL difference.
- 3. Without a significant effort to adjust wages and salaries to reach a competitive level with similar resorts it will be an ongoing challenge to attract or retain qualified team members and management talent.

Methodology and Analysis

For the wage and salary analysis Sierra Research Associates LLC developed four comparative wage and salary models. These were groups of resort’s selected for having similar skier visits, employment size, hourly uphill lift capacity or resort distance from urban/metro areas to Eaglecrest.

In the NSAA Wage and Salary Reporting resorts are categorized into similar size categories based on the three criteria. Eaglecrest based on the 2022-2023 season fell into the smaller resort category for skier visits and uphill capacity, and medium resort category for number of employees.

Resort Size Criteria

Skier Visits

Small -	Up to 99,999
Medium -	100,000 to 249,999
Large -	250,000 to 499,999
Extra Large -	500,000 and Over

Number of Employees

Small -	0 to 99
Medium -	100 to 499
Large -	500 to 999
Extra Large -	1000 and Over

Hourly Uphill Lift Capacity

Small -	Up to 4,999
Medium -	5,000 to 9,999
Large -	10,000 to 19,999
Extra Large -	20,000 and Over

⁴ Cost of living gap being the difference between Juneau index value of 127.9 and the sample group at 103.1

The model based on resort visitor count for the prior complete season had 45 comparative resorts, the model using similar employee size had 63 comparative resorts, the model based on similar lift capacity had 30 comparative resorts, and an additional case was created selecting 12 resorts that appeared to have some of the location and access challenges that Eaglecrest does. A number of resorts appeared in multiple comparative sample groups due to sharing more than one criteria with Eaglecrest.