



ASSEMBLY COMMITTEE OF THE WHOLE AGENDA

August 05, 2024 at 6:05 PM

Assembly Chambers/Zoom Webinar

Assembly Committee of the Whole Worksession - No Public Testimony will be taken.

<https://juneau.zoom.us/j/95424544691> or 1-253-215-8782 Webinar ID: 954 2454 4691

A. CALL TO ORDER

B. LAND ACKNOWLEDGEMENT

We would like to acknowledge that the City and 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. APPROVAL OF AGENDA

E. APPROVAL OF MINUTES

1. August 28, 2023 Assembly Committee of the Whole DRAFT Minutes

F. AGENDA TOPICS

2. Telephone Hill Place Guide/Zero Parking

3. Floyd Dryden and Marie Drake Schools - Proposed Uses

4. Downtown Office Space

5. Capital Civic Center

6. Blueprint Downtown

G. STAFF REPORTS

H. NEXT MEETING DATE

I. SUPPLEMENTAL MATERIALS

J. 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.

ASSEMBLY COMMITTEE OF THE WHOLE

DRAFT MINUTES



August 28, 2023 at 6:00 PM

Assembly Chambers/Zoom Webinar

A. CALL TO ORDER

Deputy Mayor Gladziszewski called the meeting to order at 6:03 p.m. in the Assembly Chambers.

B. LAND ACKNOWLEDGEMENT

Mr. Bryson provided the following land acknowledgement: We would like to acknowledge that the City and 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

Assemblymembers present: Mayor Beth Weldon, Deputy Mayor Maria Gladziszewski, Greg Smith, Michelle Hale (Zoom), 'Wáahlaal Gíidaak, Loren Jones, Wade Bryson, and Alicia Hughes-Skandijis

Assemblymembers absent: Christine Woll

Staff present: City Manager Rorie Watt, Deputy Manager Robert Barr, Acting City Attorney Sherri Layne, Municipal Clerk Beth McEwen, Deputy Clerk Andi Hirsh, Engineering/Public Works (Eng/PW) Director Katie Koester, Lands Manager Dan Bleidorn, Eng/PW Project Manager Nick Druyvestein, Emergency Programs Manager Tom Mattice, Assistant City Attorney Emily Wright, Assistant City Attorney Nicole Lynch, CDD Planner Irene Gallion, CDD Senior Planner Terry Camery

D. APPROVAL OF AGENDA

Mayor Weldon stated that they are adding Resolution 3034 from the Public Works & Facilities Committee (PWFC) Meeting which met earlier that day. That was added to the agenda as item 6.

E. APPROVAL OF MINUTES

The December 19, 2022, Assembly Committee of the Whole DRAFT Minutes were approved by unanimous consent.

F. AGENDA TOPICS

2. Science of a Jokulhaup - Mendenhall River Flooding Event 8/5/23 (No packet materials but a presentation was given at the meeting.)

Ms. Gladziszewski informed members that today's presenters include Eran Hood from the University of Alaska Southeast, Jamie Pierce from United States Geological Survey, and Aaron Jacobs from the National Weather Service

Mr. Hood began the presentation titled "Monitoring, measuring, and modelling the Suicide Basin outburst flood". He displayed an aerial view of the Mendenhall Glacier and explained that the flood is originating from Suicide Basin. A photo from 1893 showed how Suicide Glacier flowed down and added ice to Mendenhall Glacier, but 120 years later, Suicide Glacier retreated and left an over-deepened basin which the Mendenhall Glacier created an ice dam in front of.

Ms. Gladziszewski asked about the ice melt flow. Mr. Pierce explained that melt flow from Suicide Glacier fills up the deepened basin.

Mr. Hood then explained in his presentation that Suicide Basin fills up with water every summer and releases water at an unpredictable time, which flows under the Mendenhall Glacier and into Mendenhall Lake. The basin is about three-quarters of a mile in length and about 1/3 of a mile in width.

Mayor Weldon inquired, when the dam releases, as to how much water is released. Mr. Hood said it has changed over time, and that this year the basin drained further than it had in the past. He explained that an important task is watching the water filling the basin and knowing, when levels start to go down, that is when basin is starting to drain; it is at that point that they then issue a flood alert.

Mr. Hood presented a timelapse of the basin filling up with water over the summer, sometimes over a meter per day. He showed a digital map of the basin, which can be used to calculate the exact volume inside the basin after it drains. The basin can hold about 14 billion gallons of water before it will start to flow overtop the ice dam.

Ms. Gladziszewski asked when the map was made. Mr. Hood answered that the maps were made after the basin drained. He elaborated that the map is how they got the 14 billion figures, but advised that, because part of the basin is ice and is always melting, the map is going to be different next summer. He stressed that the basin is a hard thing to monitor because of access as well as the ice chokes in the basin.

Mr. Jacobs showed members a slide showing prior water volumes in the basin going back to 2016. He stated that 2023 was the highest and fastest rising the National Weather Service has seen. He said it was hard to pinpoint when the water levels would stop rising because they did not know how much water was going to come out.

Mr. Smith asked for an explanation of the chart on slide 9. Mr. Jacobs explained that there is a graph showing the top four dam releases since 2016 on the x axis, the amount of water discharge on the y axis, and the time on the bottom of the graph. He noted that the dam outbursts happened about the same time. Mr. Hood added that the USGS maintains the Mendenhall River gauge, the data of which was used in the graph being presented. There have been years where the outburst flood happened and went unnoticed by residents. These large outbursts have happened over decades, and in looking at water data for the Taku River, levels are all over the place; the biggest flood 30 years in, or 8 years in, or 40 years in. He said they did not see this exact flood coming because they couldn't measure the basin as it had never drained that fully, which is what changed this year.

Mayor Weldon asked if the presenters have a theory as to why the event this year was the biggest. Mr. Hood said there are two reasons: the basin is expanding, and that the basin completely drained. There is a theory that, when there was more ice in the basin, and the basin started draining, that ice would clog the drainage hole making it leak over time, but now that there is less ice and the basin had a more complete drainage. Over the long term, there are two things happening: the Mendenhall Glacier is a dam and it is getting thinner, which is good because then less water can be held in the basin; the process of expanding and melting ice is out-competing the process of the dam going down. He said the exact drainage mechanism is impossible to study because they can't see it.

Ms. Hughes-Skandijs questioned Mr. Hood's comment about the glacier melting. Mr. Hood explained that there are two competing processes, the glacier melting and lowering the dam, and the icebergs in the basin melting and making room for more water.

Ms. Gladziszewski asked if there are any resources that could help monitor the basin. Mr. Hood answered that they need more drone surveys, and USGS may put more cameras and a lake level sensor in the basin. He said they need someone who has the skills to work on modelling the evolution of the basin.

Ms. Hale asked about the glacier in front of Suicide Basin moving and making a new glacial dam every year. Mr. Hood said that is correct, which means the position of the drainage hole moves down over time.

Ms. Hale then asked about community suggestions around doing controlled draining of the basin. Ms. Gladziszewski advised Ms. Hale to save that question for Mr. Watt following the presentation. Mr. Pierce offered that there have been minor efforts in Switzerland to relieve overburden of water.

‘Wáahlaal Gíidaak asked if there are comparable situations in the world. Mr. Pierce answered that this is a worldwide phenomenon and is increasing in frequency. Mr. Hood said with respect to mitigation, he has never seen anything on this scale. Mr. Jacobs said there is a robust monitoring system at the basin.

Mr. Smith asked how much the basin can hold and what the biggest outflow would be. Mr. Hood explained that they do know this data now, but the problem is that there is more ice melting next year between now and then. The only time they can get a precise measurement of the water the basin holds is right after it drains, so getting the measurement before it drains is the challenge. He noted that this outburst flood is probably one of the best studied and monitored outbursts on earth, but there is still a great amount of outburst dynamics that are unknown. Mr. Smith asked what would happen to the river if an outburst of the same volume happened again. Mr. Jacobs responded that it depends on where the river levels are to begin with when the basin starts releasing; if the river was at 5 feet, increased to 15 feet, and rose another 3 feet from rain fall, the river would be at an 18-foot crest before the glacial outburst flood even takes place. He stressed that it is difficult to say, at the onset, how much water is going to come out. Mr. Smith inquired whether the 18-foot figure can be monitored. Mr. Jacobs explained that CBJ and the National Weather Service partnered in 2011 to develop Mendenhall Valley inundation maps based on such outbursts, but it only went up to 15 feet. The maps will need to be redone to account for higher inundation levels, like 18 or 19 feet.

Mayor Weldon said, while she is aware of the Taku River having a history of floods in January, she cannot recall the Mendenhall River having a winter event. Mr. Pierce responded, “not outside of an atmospheric river, not from a glacier outburst flood.”

Mr. Watt then continued with a presentation of his own and reiterated Mr. Hood’s comment that the basin holds 14 billion gallons of water, and that Juneau now knows the most about such outburst floods in the world. Further, he stressed that Mr. Hood said, by 2050, the Mendenhall Glacier will recede, and Suicide Basin won’t be like this anymore, but the entire Juneau Ice Field behind the glacier might cause chaos as well. An extensive storm drainage system was made in the Mendenhall Valley in the 1980s, which runs the storm water to the Mendenhall River; during the recent event the drains backed up and flooded homes that were interior from the river. Regarding how to stop the water, He explained that slide gates could be installed on the storm drains, but the capacity of the pipes are not that great.

Ms. Gladziszewski asked Mr. Watt to clarify if he is talking about stopping the water from going into the drain or coming back out from the drain. Mr. Watt said he was referring to the water coming back up from the drains into the neighborhoods. He suggested that the city investigate buying storm drain gates and noted that there aren’t that many drains in the valley. He said the question is, for the interior homeowners who are low relative to where the river crested, is there something the city could or should do.

Mr. Watt returned to his presentation and addressed a question posed by the public, “could the glacier be bombed?” He doesn’t know if that could be permitted, nor predict what would happen, or know how to even get a bomb. Another question asked was whether water could be siphoned from the basin, which he said would be possibly doable but extremely complicated. Another question was asked as to whether a tunnel could be drilled to the bottom of the lake, which he said would cost millions of dollars, and there are icebergs in the basin. He explained that, in France, excavators were run up under their glacier and ditched out the basin, but Juneau’s issue dwarfs that solution. He stated that he does not think there is anything the city could do on a practical level other than try to understand glacier outburst floods more.

Mr. Hood offered that the siphoning idea sounds the most promising, but pointed out that you’d have to siphon more water than what is coming in the waterfall, which is not possible. The glacier is melting water

into the basin, so there is no way a siphon system could outpace that. He said the one benefit is they have new data from this outburst event and can do a better job of figuring out what the worst-case scenario is.

Mayor Weldon asked if the force of the river would just blow the storm drain gates away. Mr. Watt explained that the gate would be placed 10-20 feet back from the bank, so not right at the riverbank. He said there are two drains at Twin Lakes that have valves that open and close. There is also a duckbill drain on the Mendenhall River.

Mr. Bryson relayed a term he learned, fluvial geomorphology, which is the study of how rivers make their formations. He asked how the Assembly could bring in the right river experts to bring solutions. He pointed out that there is a part of the river by Riverside Drive called "Junk Car Bend," which is where a dozen cars from the 1950's were placed there. He suggested that river action may be more realistic. Mr. Watt said there are home and property owners making modest riprap bank armoring efforts on different segments of the river. If one were to try to do that for the entire river, it would cost about \$100 million and may not even be permissible. A question would also arise as to who would own these improvements. He recalled that, several years ago, a group of property owners were interested in leveraging federal funds to make improvements, and a proposal came to CBJ that would have had the city be a conduit for the federal funds but would have also had the city own and maintain the improvements, not the homeowners. He stressed that the only entity who could step in with that level of funding is the federal government, with improvements funded by them becoming a piece of municipal infrastructure, which he advised may be well beyond the means of the city. He said that nothing lasts forever, so bank armoring may be built but only have a short design life. Mr. Bryson stressed that a geomorphologist could provide more information about the river's dynamics. Mr. Pierce relayed that the Alaska Department of Transportation flew Light Detection and Ranging (LiDAR) drones down the entire river and lake, which will provide information on the geometry and banks of the river.

Mr. Smith asked if, in the short term, there could be an early warning monitoring system. Mr. Jacobs explained that the first thing to do is collect the LiDAR data and update the inundation maps, so that, when an event happens, CBJ emergency management would be able to convey a lot more information and forewarning to the public.

Ms. Hale commended the work on armoring riverbanks and asked that the Assembly be updated on what improvements are made. She said the LiDAR data is important.

The Assembly took a break from 7:06 p.m. to 7:15 p.m.

3. Telephone Hill Planning Process

Ms. Gladyszewski informed members that CBJ Lands Manager Dan Bleidorn, CBJ Engineering/Public Works Project Manager Nick Druyvestein, and First Forty Feet Consultant James Brackenhoff would be presenting on the Telephone Hill project.

Mr. Druyvestein reminded Assemblymembers of the purpose of the Telephone Hill project, which is to study the newly acquired land and determine development options that optimizes land use and fulfill community needs. In speaking to the project's timeline, he said they are two months in to a 6-7-month process and they started Phase 1 of the project with a kickoff and site visit in June. He reported that a land survey of the hill was completed, and a base map was drafted and will be used for preliminary engineering work in the next phase. He stressed that understanding existing conditions is critical in developing design concepts, like utilities, parking, and accessibility. A sub-consultant with the project, Northern Land Use Research Alaska, is doing a Section 106 desktop analysis.

Mr. Brackenhoff provided background information about their company, First Forty Feet. He reported that they were in Juneau in July and engaged stakeholders, including individuals from Juneau Economic Development Council, the State of Alaska, the Juneau Chamber of Commerce, the property manager of Telephone Hill and the hill's residents. He said they were working to reach out to Tlingit & Haida, the Filipino Community, Friends of Telephone Hill, the Juneau Community Foundation and the Downtown Business

Association. He relayed that yesterday's open house with residents had 60 participants. At the meeting, they introduced the city's goals and objects for the site, as well as the anticipated timeline and when people can engage with the project. Residents were asked questions, input was gathered, and a mapping exercise was done so people could identify the hill's opportunities and challenges. His presentation included a summary of some of the input given at the open house. Residents conveyed that they want the hill to have a distinct identity; be a residential neighborhood with multi-family housing; prioritize creation of green spaces and public areas; for there to be walking and biking access; and a community-focused approach to redevelopment. He relayed First Forty Feet's summation of the input: "The aspiration for Telephone Hill is to forge an exceptional, vibrant new neighborhood dedicated to housing the people of Juneau; where the fusion of social, ecological, and historical treasures will amplify its character and provide a tapestry of experiences for public enjoyment."

Mr. Druyvestein outlined the next steps, which is finishing out Phase 1 by completing the building and historic survey. Phase 2 involves using the input and developing design concepts to bring to the public for more input, which will be the ongoing process until the plan is refined into something that can be brought to the Assembly for final consideration. He said he expects the final development plan to be ready in late November.

Mr. Watt advised members to look at the full presentation within the packet. He pointed to slide 9 of the full presentation, which shows a map of where those who provided public input on and what area of town they live and said there were 30 people from downtown but zero from lemon creek. He offered that the Assembly would have to answer the question as to whether this is a downtown project or operate at a high level of the Assembly goals as it relates to housing.

Mr. Smith asked if there is going to be broader public engagement. Mr. Bleidorn said they will do social media outreach for public meetings.

Mayor Weldon pointed to slide 12 of the full presentation and asked if the survey answer "public gathering space" was further specified, like whether the respondents wanted an indoor or an outdoor space. Mr. Bleidorn answered that they hadn't gone into too much detail as to what the green space would look like but said incorporation of the existing green space would be a part of the outcome.

Ms. Hale asked what the output of the process would be. Mr. Druyvestein responded that the outcome of the project will be a development plan with alternatives included and would be up for recommendation to the Assembly. Mr. Watt added that the last slide of the full presentation outlines the process of getting information back to the Assembly.

Ms. Gladziszewski asked if, at the next meeting, they will present development concepts to the Assembly for the Assembly to prioritize or add. Mr. Brackenhoff said they typically draw 3 different alternatives from feedback at their open house. In response to a follow-up question as to when they are going to do an open house, Mr. Druyvestein answered that the open house would be before they present ideas to the Assembly.

Ms. Hughes-Skandijs suggested that the presenters reach out and communicate with Tlingit & Haida and the Filipino Community group, if they haven't yet.

Ms. Hale said it is important that the Assembly talk about options they favor. She added that there is an opportunity for people to feel connected to Telephone hill; while she understands that people from Lemon Creek or Douglas aren't coming to the meetings because they feel disconnected, this process may not be connecting people to the project. Ms. Gladziszewski said they intend to have that concepts discussion at the next Committee of the Whole meeting.

Mayor Weldon asked if looking at two more layers of parking was looked at, either for the neighborhood or all of downtown. Mr. Bleidorn relayed that they did not go into detail about the future uses of the parking garage site but did hear at the open house that people viewed the garage as an opportunity.

4. Hazard Mapping Update

[Click Here for a link to the online webpage for the Landslide & Avalanche Map materials.](#)

Mr. Watt reminded Assemblymembers that the city undertook hazard mapping in the downtown area in the 1970s and adopted maps as well as companion code to limit development in hazard areas, both avalanche and landslide. This was done at the time due to historic avalanche and landslide events downtown that led to loss of life and loss of property. Now for the past 40 years, there have been efforts to update the maps due to its weaknesses, one being that code treats avalanche and landslides the same, and another being that the city's Title 49 code doesn't always make sense. He relayed that the city had the opportunity to get grant funding to update the maps, and that staff felt that more accurate mapping in code made sense for the public. He recounted that the Assembly had this topic before them last year. It went to the Planning Commission, then the Lands, Housing, and Economic Development Committee took it up and amended it.

Ms. Gladziszewski asked why CBJ is considering hazard maps at all. Mr. Watt responded that CBJ has existing maps and code that are outdated and inadequate. The Assembly must answer the question as to whether to provide information, restrict development, or do nothing.

Mr. Smith inquired if there is any federal requirement to adopt hazard maps, since there are requirements to do flood mapping. Mr. Watt answered no, there is not a federal required, and explained that flood mapping is done so residents can get flood insurance. In this case, CBJ got a grant to do mapping, and as long as the city completes the project, the conditions of the grant are satisfied, and the project can be stopped or continued. Mr. Smith asked for more clarification. Ms. Gladziszewski stated that there is no federal requirement to adopt hazard maps.

Ms. Hale recalled that years ago, an avalanche took out houses, the cold storage, and an apartment building; there was a high road on Mount Roberts that went to the mine, which was a very probable cause. She's concerned that, if CBJ doesn't have development codes, whether there would be anything preventing people from doing things that are going to endanger others.

Mr. Bryson asked what action could the Assembly do that would allow citizens to build on their property, that banks would provide loans to citizens for property in certain areas, and allow insurance companies to ensure the properties, and yet get enough information to the public so the city is not liable and not putting people in harm's way?

Community Development Director Jill Maclean responded that one of the reasons to address the current maps is because they are not clear, as they are dated and conflate avalanche areas and landslide areas. Her understanding is that those property owners in the avalanche areas don't dispute being designated as being in an avalanche area, but they do dispute being in a landslide zone. Since the current maps conflate avalanche and landslide, residents can't prove differently. Insurance companies have been tightening up and view the properties as one in the same. She stressed that the city is doing a disservice to those living in the avalanche zone by keeping the maps as they are. Regarding Ms. Hale's comment, she said this is one area of the city that is mapped, and that she knows there are hazards throughout the borough; it's not unique to just downtown to have avalanches or landslides. She explained that they permit in other hazard areas according to the land use code, like requiring a hillside endorsement if there is an 18% slope. Mr. Bryson asked what action the Assembly could take to clarify the maps. She responded that the current maps and codes don't work and are inequitable since they only apply to the downtown area. She suggested repealing what isn't working, and that CBJ put out what information they have and educate the public.

Ms. Gladziszewski reminded Assemblymembers that there is a memo from the City Attorney within the meeting packet regarding city liability.

Mayor Weldon thanked the public for reaching out to the Assembly about this matter. She asked what would happen if they separated the avalanche and landslide areas, and how would homeowners be affected if they adopted the avalanche maps but not the landslide ones. Ms. Maclean answered that that would hopefully clarify for the insurance companies that these properties are avalanche zones, but if the new avalanche maps were adopted and replaced the current ones, members of the public might ask why the city is regulating one hazard and not the other.

Ms. Gladziszewski noted that adopting the maps doesn't mean they have to regulate them.

Ms. Hale pointed to option 6 from the CDD Director Memo of 8/25/2023 which states: ***"Option 6 repeals the adopted maps and ordinance and does not adopt the Tetra Tech maps and study; and does not conduct any public informational outreach."*** A member of the public suggested that, rather than adopting the maps, the Assembly just accept the maps. She said the question is whether the Assembly wants to regulate further than that. By accepting the maps, they would not be legally adopting them, but would be making them available to the public.

Mr. Smith shared that he reached out to a lender, two appraisers, and an insurance agent. He offered his understanding that a lender will look to the appraiser, and the appraiser can say what kind of insurance is required for certain types of loans. He said they are currently looking at the adopted 1987 maps. If the Assembly adopted the new maps, there would be changes in insurance requirements, which affects who can get a mortgage since it requires a certain type of insurance for their financing. If the Assembly changes out what people are looking at to make these determinations, he said it seems that there are areas of risk and hazard that they have not evaluated. He stated that it seems unfair that the areas of downtown that the city has done studies for would be penalized, even though someone could be in the same hazard in an area that was not studied. He asked whether people are providing feedback on how changing the maps would affect people's ability to finance.

Ms. Maclean relayed that she and Planning Manager Scott Ciambor have had conversations with two insurance agents and said they were not able to give strong advice with all the variations that could happen on a single property. Mr. Watt added that there are several kinds of structure variables: multi-family or single home, a new build or existing, refinanced or existing mortgage, etc. He said the variables also change over time, an example would be that, when a national event happens and insurance companies pay out, they tighten down on what they insure and make available. Mr. Smith said it seems the impacts of adopting the maps, just for public information only, are unknown. Ms. Maclean answered that was correct.

Mayor Weldon asked Ms. Maclean to confirm that the 18% slope requirement has nothing to do with whether the Assembly adopts the maps. Ms. Maclean answered that was correct.

Ms. Hughes-Skandijs pointed out that the conversation earlier focused on hazard warning. She concurred with Mr. Smith in that there is inequity in only having studied one area and not the others. She suggested that, if CBJ wanted to inform residents that they are in a hazard area, the city study other parts of town. She said she is looking for something that would inform folks that they're in a hazard zone, but she is unsure about regulation as so much of Juneau is a hazard zone. She asked if there is an option that separates landslide and hazard.

Ms. Hale suggested putting these suggestions out to the public and coming back in three weeks to hear feedback.

Ms. Gladziszewski offered her understanding that not all communities have adopted hazard maps, and in some cases have taken the maps back. She asked, knowing that such maps are not required but CBJ did them anyway in the 70s, what is the tradition nationwide of having adopted maps like Juneau has. Ms. Maclean said she can't speak on the nationwide part but can investigate that question for the next Committee of the

Whole meeting. She recalled that the Assembly had requested the manager and staff to apply for FEMA grants to do the hazard studies in 2016. Mr. Watt shared that, in 1961, there was a big avalanche event in the Behrends chute, and homes experienced significant damage. In the 1920's and 1930's there were big mudslide events above South Franklin Street. He said that the mapping in the early 1970's was done because Juneau had just formed the borough and the hazard events were much closer in time than today; between 1900 and 1960, there were about 6 avalanches in the Behrends chute that made it to tidewater, and there have been none since. In response to Ms. Hughes-Skandijs question about avalanches and landslides, he said the question can be split and answered philosophically differently.

Mr. Smith sought confirmation that the current maps cover a mile out Thane Road to a couple miles from the Federal Building and going out Glacier Highway and is only on the Juneau continental side. Ms. Maclean said that was correct. Mr. Smith asked how much it would cost to do hazard mapping for the entire borough. Ms. Maclean said she doesn't know at this time but can find information from the grant and bring that information back to the Assembly.

MOTION by Mayor Weldon that the COW forward [CDD Director Memo of 8/25/2023] Option 6, with the removal of two words so that it reads: "repeals the adopted maps and ordinance and does not adopt the Tetra Tech maps and study, and does not conduct an annual any public informational outreach" and she moved it to the full Assembly.

In speaking to her motion, Mayor Weldon stated that she wants to keep the maps on the CBJ website. With respect to public information and outreach, she said she wants to keep it generic. She suggested including a paper in the tax assessment notices that states, "if you live on a slope, be aware that you may be in a hazard zone" and then also provide links to the maps. She explained that she is moving this to the full Assembly for public input, and if the public says the proposal isn't what they are looking for, then it could come back to the Committee of the Whole.

Wáahlaal Gíidaak said she would like to see a component that notifies renters of the hazards, as well as a continuous outreach process since the memo mentions an annual outreach effort. Mayor Weldon added that she meant to include the words "an annual" in the motion. She said she is unsure though how to address the renter question.

Ms. Hughes-Skandijs asked Mayor Weldon, if an annual outreach would be conducted, why would the city not adopt the maps if the city is suggesting looking at them. Mayor Weldon explained that if the city were to adopt the maps, then it would look like the city is going to do some kind of regulation. She offered her understanding that adopting the maps would not help homeowners.

Mr. Jones said if this were a question before the full Assembly, he would be a no; it ignores some responsibility the city has for public safety, especially if the Assembly is wanting to move toward higher density and downtown housing. He said it's okay to notify the owner, but what about the residents of the apartments. He suggested not putting the maps on the website if members do not believe they are accurate, as people will assume the government supports the maps if they are on an official government website. He said it is wrong if the Assembly doesn't support the maps, but then also says "We don't think they're right, but you know, here you go, take a look and maybe you want to make a decision." He stressed that there'd be some public relations problems by putting maps that the Assembly does not believe in on the website and saying, "Okay public, be aware, but we take no responsibility for anything that happens to you or your renters or any other citizens or your family."

Mr. Bryson said that, while he concurs with Mr. Jones that the Assembly doesn't want to allow the community to haphazardly develop, there are property owners who need answers on how to navigate this and do what they want with the property they own. He pointed out that there isn't new multi-family housing

being developed downtown, or any development downtown. He said there is some level of risk no matter where one lives, and that no government action is going to absolve the Assembly of that.

Ms. Hale said she disagrees with Mr. Jones' comment that not adopting the maps conveys that the Assembly does not believe the maps, the Assembly does believe in them but understands that adopting them would wreak havoc. She pointed to Sitka as an example, since they had adopted hazard maps and then unadopted them because of the havoc on homeowners. She asked Ms. Maclean to confirm that example, as well as speak to what the requirements are for hillside endorsement if there is an 18% slope. Ms. Maclean deferred the Sitka question to Mr. Watt. She explained that the hillside endorsement applies in situations where there is an existing 18% slope, and when a slope in excess of 18% is going to be created. The property owner has to apply for a hillside endorsement with a geotechnical analysis created by an engineer licensed by the State of Alaska. Mr. Watt said he'll follow up with members regarding the Sitka example.

Amendment #1 by Ms. Gladziszewski to require CBJ to notify permittees who are developing within the boundaries of the maps, that the maps exist.

Ms. Gladziszewski stressed that these kinds of studies, if they are not in ordinance, can get forgotten. She said the city has more information than before, and though the new maps are imperfect, they are better than the 30-year-old maps.

Ms. Hughes-Skandijs objected for the purposes of discussion. She sought confirmation that the motion repeals the old maps and ordinance, puts the new maps accepted by the Assembly on the CBJ website, with annual outreach, and informs developers that they are in a hazard zone. Mayor Weldon interjected and explained that the motion makes a requirement that, when someone applies for a permit, they are notified they are building in a hazard zone. Ms. Hughes-Skandijs removed her objection.

Mr. Smith asked for further clarification. Ms. Gladziszewski said that the city has information, and the public should know about it, and that she wants people who develop in these hazard zones to know they are in a hazard zone.

With no further objection, Amendment #1 was adopted by unanimous consent.

Ms. Hughes-Skandijs objected to the main motion for purposes of a question. She referred to the 8/25/23 memo from Ms. Maclean and pointed to the below table from page 2, which outlines the number of properties within the hazard zones between the 1987 maps and the proposed 2022 maps.

	1987 Adopted Maps	2022 Proposed Maps
Number of properties within the mapped study area	1108	1150
Number of properties within high/severe landslide and avalanche zones	173	381*
Number of properties within the 1987 adopted severe zone, but out of the 2021 proposed high/severe zone	16	N/A
Number of properties within the proposed 2021 high/severe zone, but out of the 1987 adopted severe zone	N/A	217

**In the previous memo to LHEDC, the number stated was 374. With additional properties on Calhoun Ave., the number is 381.*

She asked for the number of properties that are in an avalanche zone but not in a landslide zone. Ms. Maclean offered to follow up at the next meeting with that information. Ms. Hughes-Skandijs said she does

not like the current option (6 in the present motion) and would prefer Option 5 from the memo, but also still wants to see public testimony on this motion.

The following was Option 5 from the memo:

Option 5 adopts a path developed by staff in response to the concerns raised by the Commission and the public. This option repeals the current maps and current ordinance; and adopts the moderate and severe avalanche areas, and the moderate, severe and high landslide areas developed by Tetra Tech for public information purposes only. Additionally, the CBJ would annually notify the property owners in the moderate and severe avalanche areas and in the moderate, severe, and high landslide areas, and properties within 500 ft. of these mapped areas for awareness purposes; and requires property owners in the hazard areas to notify renters of the hazards (Attachment D). With the addition of a CUP requirement for development greater than a single dwelling unit, this option would be similar to the COW discussion from 12/2022.

She said they have received a lot of good feedback from the public and would like to have them weigh in on a choice. She asked Mr. Watt about the possibility of putting a different option to be considered on one Assembly agenda for public input. Mr. Watt answered that it would be unusual, awkward, and confusing to have two competing actionable items on the same Assembly agenda asking for public testimony with the ability to decide on one or the other. He suggested that, if the Assembly wants testimony if they were narrowing options, the Assembly can just ask for public testimony at a COW meeting or other venue for that purpose. Typically, then one item is then forwarded to the Assembly for public hearing and adoption if it is expected to pass with or without amendments.

Ms. Hale relayed that in Sitka, after their landslide, had done studies and adopted maps and then a year or two later the Sitka Assembly un-adopted the maps because of insurance and mortgage issues.

Mayor Weldon responded to Ms. Hughes-Skandijs that she looked at option 5 from the memo as well but opted for option 6 because downtown is not the only area of the borough where there are problems. She noted that there are issues in Douglas, North Douglas, anywhere that there is a slope and that is why she thought about doing a more general information to be aware of general hazards all across town.

Ms. Hughes-Skandijs, in speaking to her objection, said that that to not adopt something but then refer to it seems crazy to her. She said that, during the outburst flood, she was curious if that would change the tune of the hazard mapping conversation. She said it doesn't make sense for CBJ to be very concerned about river hazards, but not be concerned about avalanche and landslide hazards. She said that lots of Juneau is a hazard zone and she is having some cognitive dissonance there. In order to move this item forward, she removed her objection to the motion but said she isn't sure how she will eventually vote on any action to come before the Assembly.

Mr. Smith commented that the city has assessed the hazard risk of just a small area downtown, and if the city were to send out to renters in the area of the risk, then they are unfairly impacting people that are in the area without studying the risk across the borough. He said he is okay with the proposal as it is the least bad option and is okay with this moving forward to obtain public comment.

'Wáahlaal Gíidaak asked why renters were left out of being notified. Mayor Weldon answered that she didn't know how that could be done and if someone comes up with a great idea on how to do that, she would support it.

Ms. Gladyszewski said the Assembly has received a number of comments from the public and a lot of good suggestions but she would like to put this information out to the public and receive public comment back on this proposal in particular.

Ms. Hale responded to Ms. Hughes-Skandijis about not adopting the maps and said there is not much dissonance between that and the hazard mapping as they both relate to making the city's residents aware of the hazards.

With no further objection, the motion, as amended, was adopted by unanimous consent.

The Assembly took a break from 8:34 p.m. to 8:50 p.m.

5. Alaska Electronic Light & Power (AEL&P) Update

(Clerk's Note: Due to travel schedules, AEL&P provided paper copies of their presentation to the Assembly and the public at the COW meeting. Electronic copies were posted to the online agenda packet under "Supplemental Materials" on Monday, August 28.)

Ms. Gladyszewski informed members that CEO Alec Mesdag would be presenting on behalf of AEL&P. Assemblymembers were invited to ask questions of Mr. Mesdag throughout the presentation which he answered.

Mr. Mesdag gave a lengthy presentation on the status of AEL&P and all of Juneau's hydro generation sources: Salmon Creek, Gold Creek, Annex Creek, Lake Dorothy, and Snettisham. Some of the highlights of his presentation included the following:

- Their biggest project this year is replacing the Annex Creek penstock, the pipe for which is over 100 years old. They will replace half this year and half next year.
- They are looking out for programs, regarding power transmission, in the Infrastructure Act and the Inflation Reduction Act as AEL&P are now eligible for some of the federal grants.
- They are working with Docks & Harbors on dock electrification.
- They are working on using LiDAR surveys for vegetation management along the Snettisham line.
- They have about 50 to 60 new residential services and about a handful of multifamily homes a year.
- They have been decreasing the total average amount of time that every customer experiences an outage and if all of the outages in 2024 were combined, big and small, average response time would be just under an hour. [The five-year average is about 4 hours, while the national average was about 7 hours.]
- They are planning to retire the diesel generators in the Gold Creek plant, and following the replacement of the Annex Creek penstock, they will be replacing the Salmon Creek penstock in 2025.

Mr. Mesdag explained their new advanced metering infrastructure, or AMI, which communicates hourly energy use. He explained that this system provides better information about a home's energy use. He noted that the peak usage time in the day is 8pm. To help alleviate the potential issues created by too many electric vehicles charging during the evening peak, AEL&P created an off-peak EV Rate Schedule in 2017. Off-peak hours were from 10pm to 5am, and within that period, 11pm to 12am are the peak hours since most EVs only take about 90 minutes to two hours to fully charge.

Mr. Mesdag then presented a residential electricity cost comparison and addressed the rates they charge and when and by how much they may be increasing. AEL&P's current rate of 12.35 cents/kwh, falls below the national average.

Mr. Bryson asked what AEL&P's rate request was and what the Regulatory Commission of Alaska (RCA) rate was. Mr. Mesdag answered that AEL&P requested a 9% rate increase, and the RCA's starting point was a 1.5% increase; therefore, the rate increase will fall somewhere between 1.5% and 9%. AEL&P's current interim rate is at 4.5%, which is refundable if the Commission determines a rate lower than 4.5%.

Ms. Hughes-Skandijs asked if there is a limit to what AEL&P can request in a year. Mr. Mesdag said there is a statutory formula they must follow when submitting a rate request.

Mayor Weldon asked why AEL&P is requesting a 9% increase. Mr. Mesdag explained that it is a combination of investment they made in 2016 and their last general rate case was filed in 2016. They filed in 2022 per a stipulation agreement that concluded the 2016 rate case. He explained that what had changed is an inflation of expenses.

Mr. Smith inquired if the cost of electricity is expected to keep going up. Mr. Mesdag explained that AEL&P passes through all their expenses to customers. They recover the cost of debt, taxes, and a return on equity on shareholder capital. When they invest capital in the system, they do it with a combination of debt and equity. He pointed out that, due to depreciation, the amount they invest in the system is offset by the amount that existing assets depreciate. He noted that there was a rate decrease after the Tax Cut in Jobs Act, which lowered their federal income tax rate and led to a rate decrease in 2018.

Mr. Mesdag continued his presentation at slide 15 and looking forward to the future. He noted that 20% of their energy sales come from their interruptible customers, one of which is Green's Creek Mine; the additional revenue plays a significant role in keeping rates lower. He noted that the number of firm customers are growing slightly. He commented that they are well within their ability to serve the community with their existing hydroelectric resources.

Ms. Gladziszewski asked, how the electrification of cruise ship docks might affect the energy load and capacity. Mr. Mesdag answered that the comparison between residential energy and cruise energy, the electrified docks with two ships connected would be about 8 to 10 gigawatt hours a year while their total energy sales are 400 gigawatt hours a year. Ms. Gladziszewski asked if they have the capacity to serve that. Mr. Mesdag said there are times they would have energy available and there are times they would not have energy available, which is why cruise ships are considered one of the interpretable customers.

Mr. Mesdag explained changes to heating loads. The graph shows the amount of energy consumed each day over the past few years compared with the heating degree days, which represents the magnitude of the heating load. In each of the past few years, the amount of energy used as the weather gets colder increases. He said this likely indicates that they are seeing more energy used for heating. He said AEL&P is involved with efforts to better understand how heat pumps use energy. They are conducting more studies examining growing space heating loads.

Mr. Smith relayed that on-bill financing was discussed at an Assembly Committee of the Whole meeting and offered the understanding that AEL&P is not interested in pursuing it. Mr. Mesdag responded that an obstacle is a law which requires utilities that are regulated by AS 42.05, if they do on-bill financing, to offer a warranty for the improvements for the life of the financing. He said the Alaska Department of Law was concerned about the transferability of debt from one customer to another. He explained that a benefit of such financing is the ability to transfer debt with the account; the Department of Law determined that would not be appropriate unless the original person who assumed the debt also provided a warranty for the improvements for the life of the financing. Mr. Smith asked about the warranty on heat pumps and whether it matches what a typical on-bill financing repayment schedule would be. Mr. Mesdag answered that it would not. He said AEL&P is unlikely to want to implement an on-bill financing program to support oil to heat pump conversions because of the impact it may have on customers who are not able to make those improvements themselves. If they start constructing new infrastructure to support increasing heating loads, the costs are going to be born disproportionately by people who live in low income multi-family housing with electric baseboard heat.

Ms. Gladziszewski sought clarification that AEL&P would be interested in on-bill financing for converting resistance heat to heat pumps, but not for home heating oil to heat pumps. Mr. Mesdag answered yes and that they are interested in ensuring that they're able to respond to growth in a way that allows them to maximize utilization of the infrastructure that they are already paying for.

Ms. Hale asked whether a person who has a heat pump adds resistance heat at very cold temperatures. Ms. Mesdag explained that when it is 30 degrees outside, a heat pump performs a lot better than resistance, but when it is zero degrees outside, they perform only slightly better than resistance. Ms. Hale asked, since there is growing interest in electrifying heat, what will AEL&P do when they don't have enough power. Mr. Mesdag answered that they are studying heat pumps to model what that transition is going to look like and how it will impact planning for new infrastructure. He said he is interested in finding ways to make room for oil to heat pump and electric vehicle conversions that doesn't require AEL&P to build a new expensive asset in response. He stated that increasing space heating loads is the one change that has the greatest impact to AEL&P's need for new infrastructure. The reason they encourage leading electrification efforts with transportation is because the nature of the load is more compatible with existing infrastructure.

Ms. Gladziszewski sought confirmation that increasing electric vehicles that charge at midnight is better than not. Mr. Mesdag answered that it is simpler for AEL&P to serve those loads with its existing hydropower and infrastructure, as well as far easier to accommodate fuel switching with vehicles than it is to accommodate fuel switching with space heating. Ms. Gladziszewski asked what AEL&P's next steps are. Mr. Mesdag said it depends on what is changing in the system and what the right response is. His presentation then covered the monthly energy uses at the various charging locations around town where the chargers are metered separately. He pointed out that there is increasing use over time. He said his hope is to build an electric vehicle charging station that would allow AEL&P to use their existing meter collection system in order to make public charging available more broadly. He said they are working on incorporating more electric cars to their fleet. He added that there is a lot of educational material that is sent out to the public.

Mr. Bryson had asked earlier in the meeting what AEL&P's relationship is with Juneau Hydro. Mr. Mesdag said that regarding AEL&P and Juneau Hydropower; there has not been any change regarding the interconnection process. He said systems have changed since their last impact study in 2018, but when they reached out to Juneau Hydropower last October to update the study, Juneau Hydropower did not respond. The facilities study with Juneau Hydropower also has not been completed, which is part of the interconnection process.

Mr. Bryson asked how the Regulatory Commission feels about this. Mr. Mesdag responded that, since AEL&P does not have any power lines that cross a state line, they are not regulated by the Federal Energy Regulatory Commission when it comes to this type of transmission interconnection, and though AEL&P has hydro plants regulated, this kind of interconnection is not something that the Regulatory Commission of Alaska regulates.

Mr. Smith asked who determines when a system impact study needs to be revised. Mr. Mesdag answered that it is per prudent utility practice; they determine based on their understanding of what has changed in the system. He added that they would need interconnectivity agreements approved by the RCA before they go into effect.

Ms. Gladziszewski asked for clarification, does AEL&P need to do anything to complete the interconnection agreement or does Juneau Hydropower. Mr. Mesdag said Juneau Hydropower needs to act.

'Wáahlaal Gíidaak asked if AEL&P can partner with Tlingit & Haida or Douglas Indian Association for Indian energy grants. Mr. Mesdag said they are investor-based utility but does not have an answer.

Mayor Weldon sought confirmation that AEL&P is looking to replace the Salmon Creek penstock. Mr. Mesdag answered yes, the upper portion of the penstock will be replaced with a larger diameter pipe, which could lead to more energy being produced at the plant.

Mr. Smith asked about a proposal where, if AEL&P pays for an installation that's going to reduce someone's power, that could go towards the cost of equity. Mr. Mesdag said he was discussing an idea where, if it is cheaper to install an energy efficiency measure compared to building a new generator, it would be better for all customers to do the low-cost option. He explained that his hope is to answer the question: if there is a

program they could obtain and make additional energy available for other uses at a much lower cost than building a generator, would it be allowed by the RCA to recover costs related to that type of program. He noted that the only way AEL&P makes money is by building new things. He said that when they talk about wanting to delay the need for new generation, he is also saying delay making money; they want Juneau to have stable energy prices.

Ms. Hale thanked Mr. Mesdag for his comments on keeping rates low and asked how AEL&P reconciles the drive to get off heating fuel in order to help the climate. Mr. Mesdag said it is important to respond to climate change and reduce emissions, and that serving customers with renewable resources is a corporate mission. He stressed that it is important to lead the emissions reduction charge with transportation because that can be accommodated with the growing space heating load.

G. NEW BUSINESS

6. Resolution 3040 A Resolution Regarding the Allocation of the Hotel-Bed Tax.

Mayor Weldon advised that she is not seeking a motion, just a will of the body. She explained that the resolution came from the Assembly Public Works & Facilities Committee, which believes that they need a special Assembly meeting because public comments closes on September 3. She asked Mr. Barr to speak to this.

Mr. Barr relayed that he spoke with the State Department of Transportation (DOT) Southcoast Director, who advised that they can avoid the issue of being late on public comment with a formal resolution if the city can submit preliminary public comment by the deadline.

Ms. Gladziszewski asked if there is an objection in having staff write a letter to DOT following the language of the resolution. There was no objection.

Mr. Bryson stated that the Public Works committee's will was to make sure that the resolution be considered in the State Transportation Improvement Plan (STIP). He said that, since Mr. Barr is assuring members that DOT will accept the resolution after the deadline, then that satisfies the committee's will.

H. UNFINISHED BUSINESS - none

I. STAFF REPORTS - none

J. NEXT MEETING DATE - September 18, 2023; 6:00p.m.

K. SUPPLEMENTAL MATERIALS

- 7. RED FOLDER - Suicide Basin Brief**
- 8. RED FOLDER - Suicide Basin Presentation to Assembly COW**
- 9. RED FOLDER - Science Panel - Drainage Ideas**
- 10. RED FOLDER - AEL&P Energy Update**

L. ADJOURNMENT

There being no further business to come before the Assembly, the meeting adjourned at 9:49p.m.



City and Borough of Juneau
City & Borough Manager's Office
155 Heritage Way
Juneau, Alaska 99801
Telephone: 907-586-5240 | Facsimile: 907-586-5385

TO: Deputy Mayor Hale and Committee of the Whole
FROM: Katie Koester, City Manager
Jill Lawhorne, Community Development Director
Dan Bleidorn, Lands Manager
DATE: July 31, 2024
RE: Telephone Hill Next Steps

The purpose of this memo is to get assembly guidance on how to take the Telephone Hill Development to the next step, issuing a Request for Information (RFI) from developers to assess what the development community believes is feasible for the property. To do that, staff needs guidance on the following topics:

1. Expansion of Downtown Juneau No Parking Required Area to Include Telephone Hill.

In 2022, the Assembly adopted a No Parking Required Area (NPRA) in downtown Juneau to support residential and commercial development efforts. At the [April 15, 2024 COW](#), the Assembly gave direction to expand the no parking zone to include Telephone Hill based on what the cost of underground parking would add to the project, the availability of an adjacent parking garage, and the recognition that downtown Juneau is a highly walkable area.

On July 15, 2024, the Lands, Housing & Economic Development Committee (LHEDC) unanimously supported forwarding the expansion of the No Parking Required Area to include Telephone Hill, as described in the attached map (Attachment A), to the COW to further enhance the vibrant, pedestrian-friendly environment.

2. How much affordability does the Assembly want to include in the project, recognizing that this will mean implementing any number of strategies (tax abatement, CBJ site development, land transfer, per unit subsidy).

The Assembly struggled with the question of how much affordability to include in the project at the [June 3, 2024, COW](#) and referred the topic to the LHEDC with a request for more information on the housing needs in Juneau and the benefits of mixed housing developments. This information was covered in a presentation at the [July 15, 2024, LHEDC](#) which referenced two new housing assessments the body might find interesting: [Juneau Housing Assessment from Raincoast Data](#) and [Key Findings NW Douglas Housing Analysis from Agnew:Beck](#).

The LHEDC approved a target of 20% of the units at Telephone Hill at 80% Area Median Income. As the CBJ moves forward, this will be considered in the solicitation process for developers.

3. The July 15, 2024, LHEDC was also an opportunity to introduce the [Draft Telephone Hill Place Guide](#).

The Place Guide will serve as a compass for CBJ to develop the project and provide critical guidance to developers for drafting a response to an RFI. Over the past year, CBJ Engineering Department, Community Development Department, and the Lands and Resources Office has collaborated with First Forty Feet (FFF) to provide the data and documents that make up the appendix to the Draft Telephone Hill Place Guide (see Attachment B). Many of these documents have been previously provided to the COW for review and discussion. The LHEDC forwarded the draft Telephone Hill Place Guide to the COW for review. The appendix is not included in your printed packet, but below are hyperlinks for your use:

- [Cultural Resource Assessment](#)
- [1984 Site and Structures Survey](#)
- [Update to the 1984 Site and Structures Survey](#)
- [Existing Structures Condition Survey](#)
- [Phase 1 Environmental Site Assessment](#)
- [Market and Feasibility Analysis](#)

Construction Schedule

Residents of Telephone Hill have requested certainty on when they will be required to relocate due to construction. The answer is we do not know, but it will not be in the immediate future. It depends on if CBJ decides to take on any site development or leave the project to the developer. The earliest we would break ground depends on how much of the development we want to take on ourselves. For example, if we decide to demo structures, that could happen as early as next summer. On the other hand, if we want to hand everything over to a developer, it could take as much as 3 years to solicit a contractor and design the project.

We have encouraged everyone to find alternative housing as soon as possible. CBJ is not actively maintaining the properties and if there are health or safety issues that require a major investment it may be necessary to vacate individual units or structures. Currently there are nine (9) units rented out and four (4) vacated units.

Recommendations:

- Move to introduce an ordinance to expand the No Parking Required Area to include Telephone Hill as depicted in Attachment A.
- Move to approve a target of 20% units at 80% affordability as part of the Telephone Hill redevelopment guidelines.
- Provide feedback on the Draft Telephone Hill Place Guide (Attachment B).
- Direct staff to issue a Request for Information for redevelopment of Telephone Hill based on the Draft Telephone Hill Place Guide.

Attachments

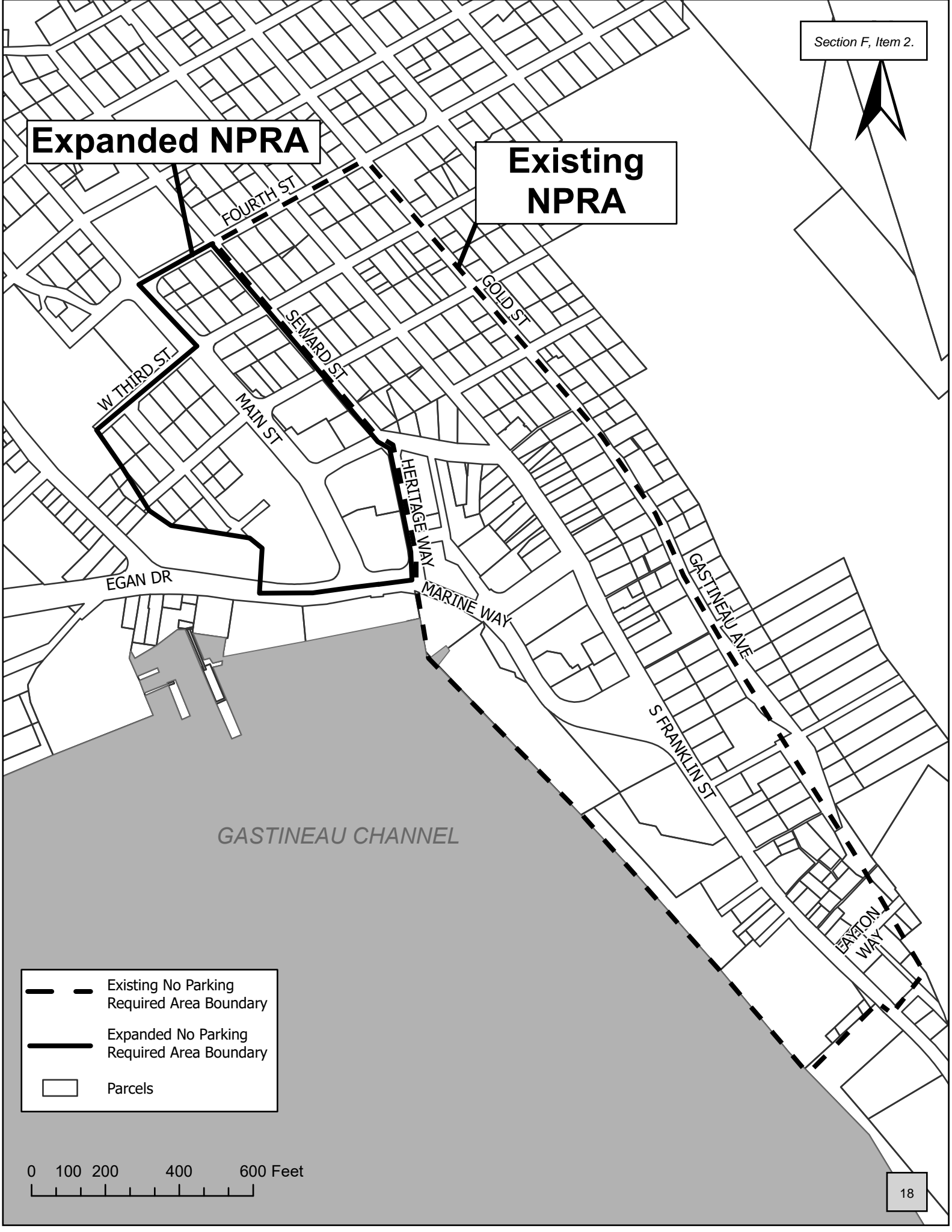
Attachment A: Expanded No Parking Required Area Draft Map




Attachment B: Draft Telephone Hill Place Guide



Expanded NPRA

Existing NPRA



-  Existing No Parking Required Area Boundary
-  Expanded No Parking Required Area Boundary
-  Parcels



Telephone Hill Place Guide

July 2, 2024



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Prepared for the City of Juneau by First Forty Feet in partnership with:

MRV Architects
NLURA (Northern Land Use Research Alaska)
RESPEC Engineering
Leland Consulting
Dahlberg Design
Cox Environmental Services

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PREFACE

Introduction

First Forty Feet (FFF) was selected by the City and Borough of Juneau (CBJ) to prepare a redevelopment master plan and implementation strategy for the future redevelopment of the Telephone Hill project area.

The Place Guide illustrates a year of public engagement, reviews with key stakeholders, and updates to the Committee of the Whole (COW) at regular intervals. The project includes a summary of the complete public engagement, engagement results, environmental assessment, historical review, and other site analyses to determine existing buildings maximum lifespan, providing the City Manager, staff and Assembly with alternatives for redevelopment or conservation.

PURPOSE OF THE PLACE GUIDE

This document, The Telephone Hill Place Guide, acts as the official reference for everyone involved moving forward to understand the vision, guiding principles and objectives of the Plan. It sets out the

development framework for infrastructure and new vertical development, civil and grading information, and identity and wayfinding element considerations.

The document also sets out how these recommendations were crafted by summarizing the public engagement that occurred throughout the project. Historic and structural assessments were conducted along with an initial environmental assessment that determined what next steps would be necessary to move forward with redevelopment of the site.

The document also gives parking recommendations for the site based on an analysis of access to retail and jobs within the vicinity of the new neighborhood.

In the coming years developers, City officials, developers, professionals working on the detailed design of the site, local residents, and other interested parties will contribute to bringing the Telephone Hill site to life. This document is meant to help guide that process.



Fig. 1: Project Area context - Alaskan Panhandle

Ultimately, this document guides out how Telephone Hill can alleviate some of the housing pressures experienced by local residents, state representatives, the workforce and tourists alike who want to visit Juneau to see its charming downtown and visit its scenic natural assets.

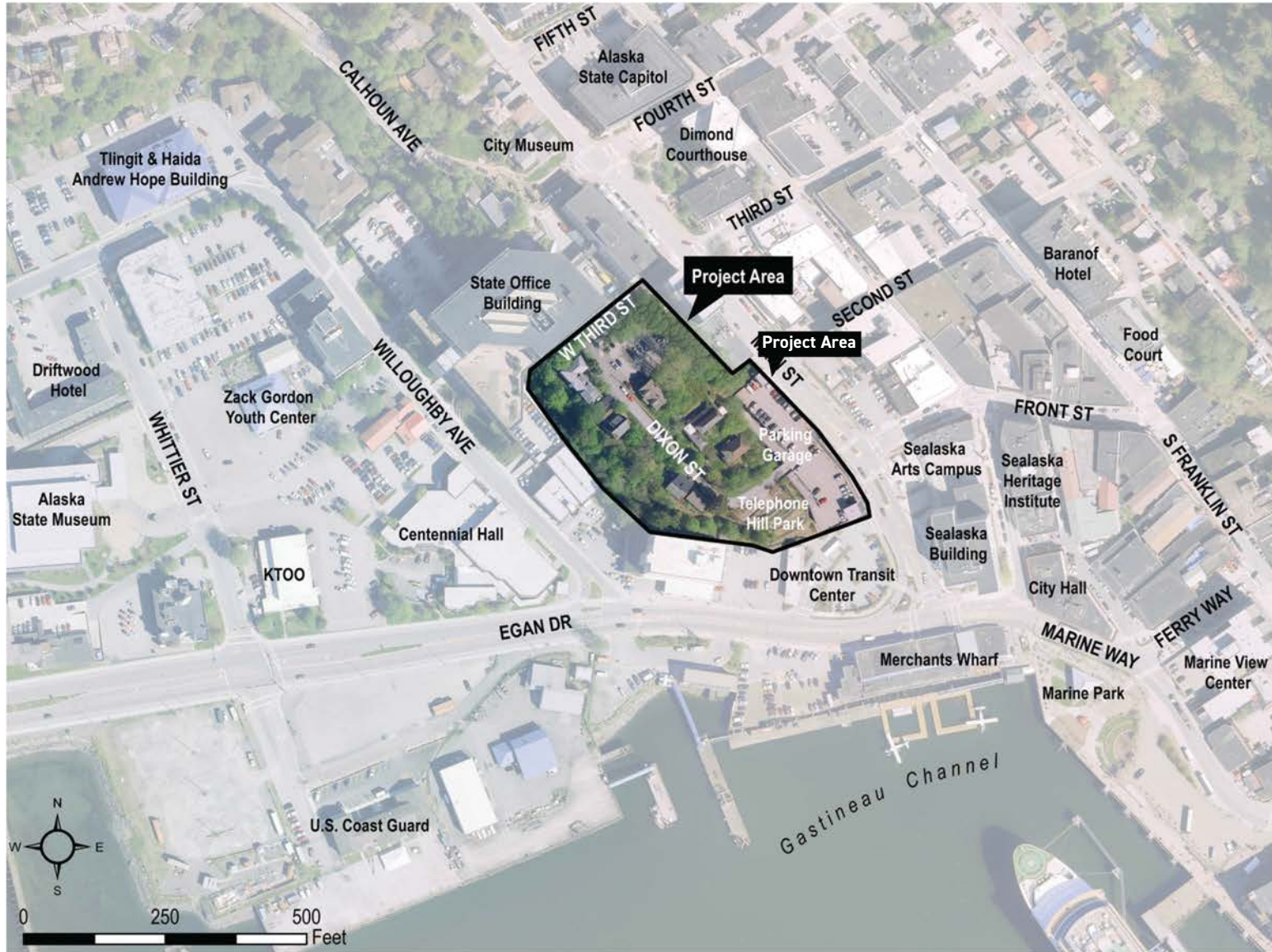


Fig. 2: Project Area

THE VISION

VISION

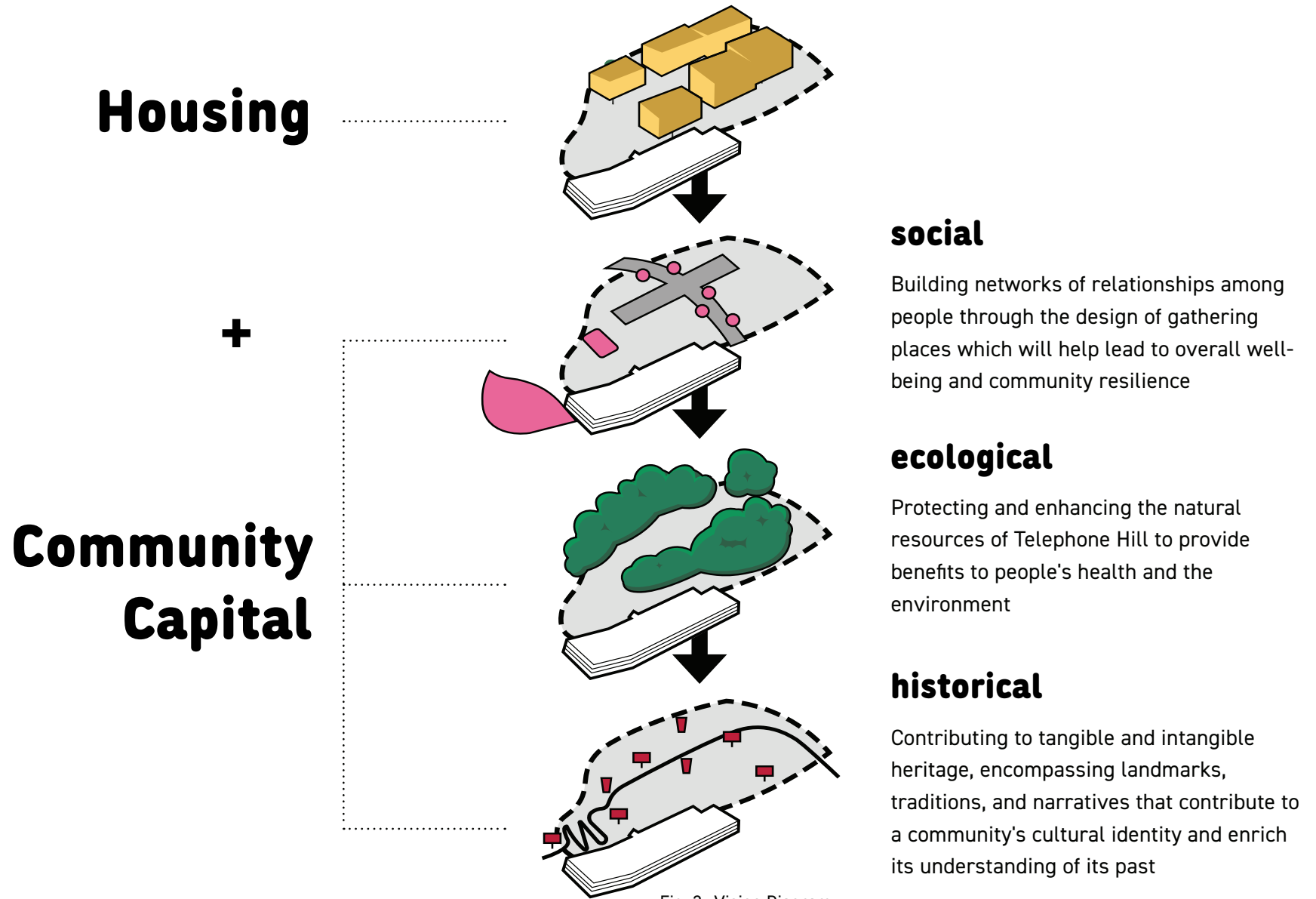


Fig. 3: Vision Diagram

The aspiration for Telephone Hill is to forge an exceptional, **vibrant new neighborhood** dedicated to providing new housing Downtown; where the **integration of social, ecological, and historical aspects** will amplify its character and provide a tapestry of experiences for people to enjoy.

HOW PUBLIC ENGAGEMENT INFLUENCED THE PLAN

The Project’s engagement plan was crafted to involve those who are affected by the planning effort to play a role in plan development and in the decision-making process.

The first engagement milestones provided the community with the opportunity to inform the team on the project vision and guiding principles. Another objective of the first engagement session was to convene Juneau residents to understand the City’s long-term goals in addressing the housing shortage and how Telephone Hill plays a role in achieving

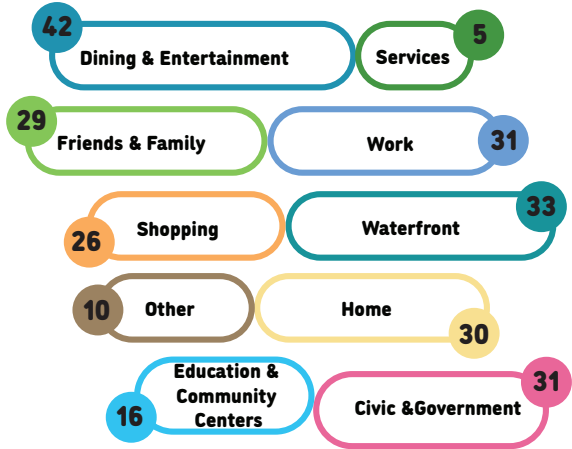
those goals. The initial engagement session did not involve showing any specific ideas, but focused on listening and gathering information that would later be used to inform the design of the masterplan.

Informing the Vision and Guiding Principles

SOCIAL

Creating community-focused gathering spaces on Telephone Hill emerged as a theme for community connection and maximizing Gastineau Channel views. These spaces could include open spaces linked to walking paths and seating for relaxation and socializing. Constructing viewing platforms would offer panoramic vistas, with seating and informative displays. Integrating non-residential uses would provide spaces

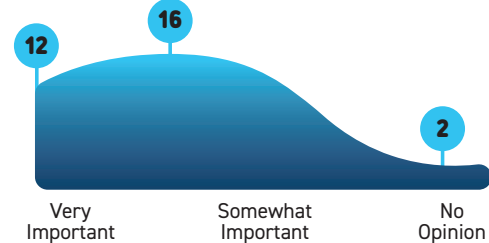
What brings you to Downtown?



What two or three words best describe Telephone hill?



How important is it to have Telephone Hill physically connected to other districts?



Would you like to see Telephone Hill as an extension of:

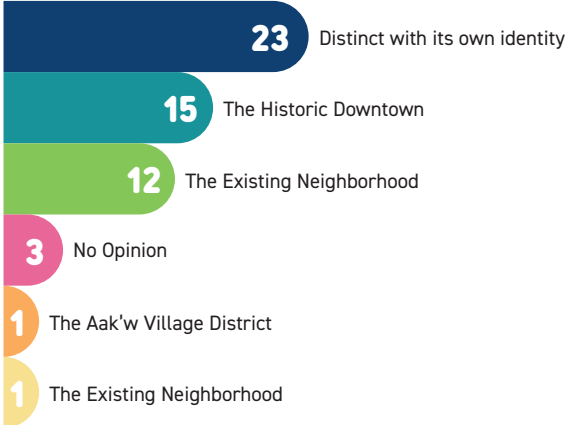


Fig. 4: What We Heard: Identity

for meetings and recreation. Developing pedestrian pathways with signage would encourage residents to connect with their surroundings. Prioritizing these initiatives can transform Telephone Hill into a vibrant community hub where residents come together, enjoy the scenery, and build relationships.

ECOLOGICAL

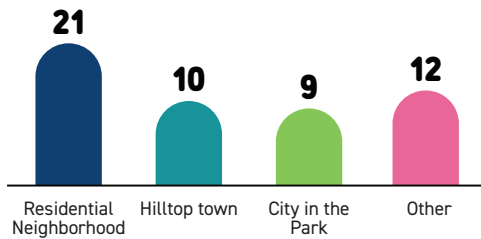
Juneau residents are keen on preserving and improving the existing greenery, trees, and open spaces on Telephone Hill, to as large

an extent possible. This reflects a desire to not only conserve but also enhance these natural elements. Residents recognize the value of green spaces in enhancing their quality of life, promoting well-being, and supporting environmental sustainability. They understand the importance of preserving Telephone Hill's natural assets for their aesthetic appeal and ecological benefits. By prioritizing the preservation and enhancement of Telephone Hill's greenery, residents aim to create a resilient and vibrant community for future generations.

HISTORICAL

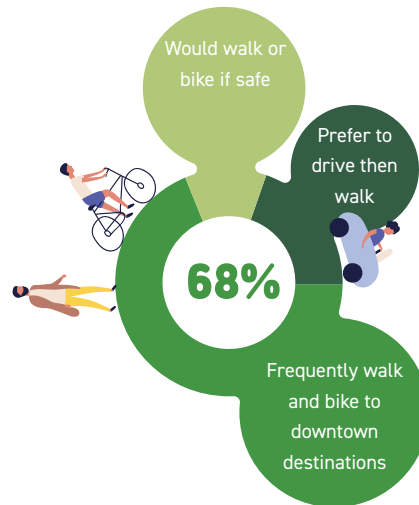
Another descriptor attributed to Telephone Hill is the word "historic". Many Juneau residents articulated the historical importance of Telephone Hill, spanning its significance throughout time and would like to see its historical significance documented and preserved for future generations to understand. This will play a role in shaping a collective memory and, ultimately, aid in shaping a common identity for the City.

If Telephone Hill were to have a distinct identity, would it be:



The **preservation and enhancement** of greenery, trees, and open spaces is a priority for many respondents.

How desirable is walking and biking to downtown and waterfront destination?



Of the following uses the project is considering, please rank in order your preferences.

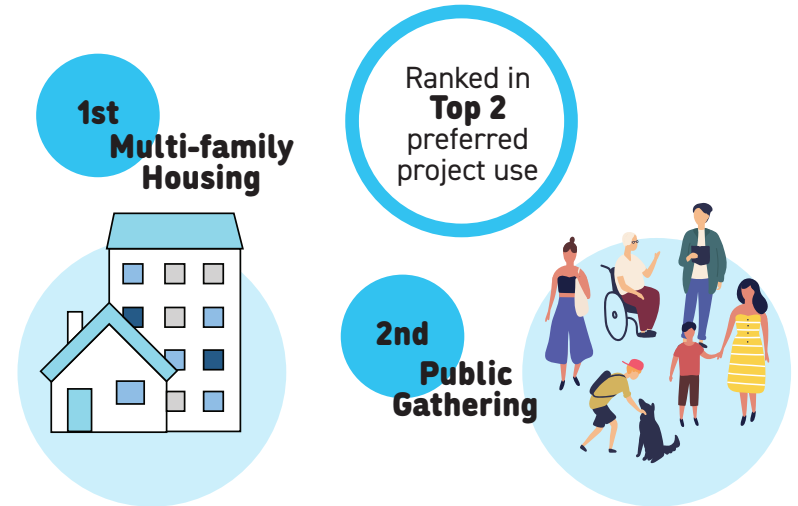


Fig. 5: What We Heard: Housing and Public Gathering

GETTING TO THE PREFERRED SCENARIO

During the second public engagement session in October 2023, preliminary concepts were presented to Juneau residents. The purpose of the engagement was to get feedback from the public on which alternatives best achieved the vision and guiding principles of the project. A survey was conducted during the engagement session as well as after, online, for all of Juneau's residents to take. The results demonstrated that an urban (denser) community on the Hill would best meet the housing needs in Juneau.

There are a variety of ways to access Telephone Hill, of the following ways, which ones are you most likely to use?



Fig. 6: Telephone Hill Development Survey - Preferred access



Fig. 8: Aerial view of tree canopy at Telephone Hill



Fig. 7: View of tree canopy at from Dixon Street



Fig. 9: View of tree canopy at Telephone Hill

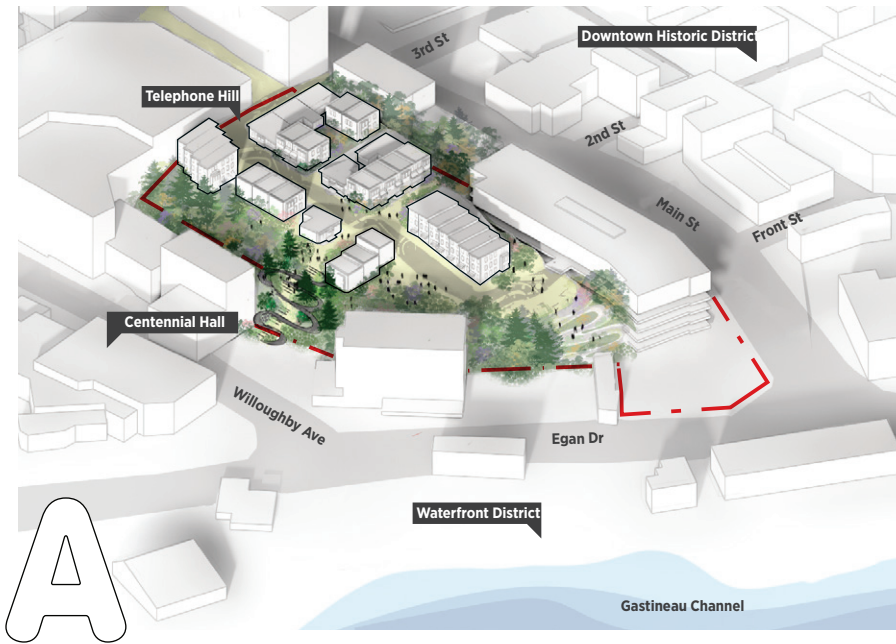


Fig. 10: Preliminary Concept A

Preliminary Concept A: Townhomes

This concept depicts what Telephone Hill could become when developed with single-family attached houses (or Townhomes) along with new office space. The idea was to test the development yield using medium density urban building typologies. The design incorporated an east-west stair from Willoughby Ave. through to Main Street and would require a new alignment and infrastructure for Dixon Street.

- 32 new residential units
- 2-story office addition on top of the existing parking garage

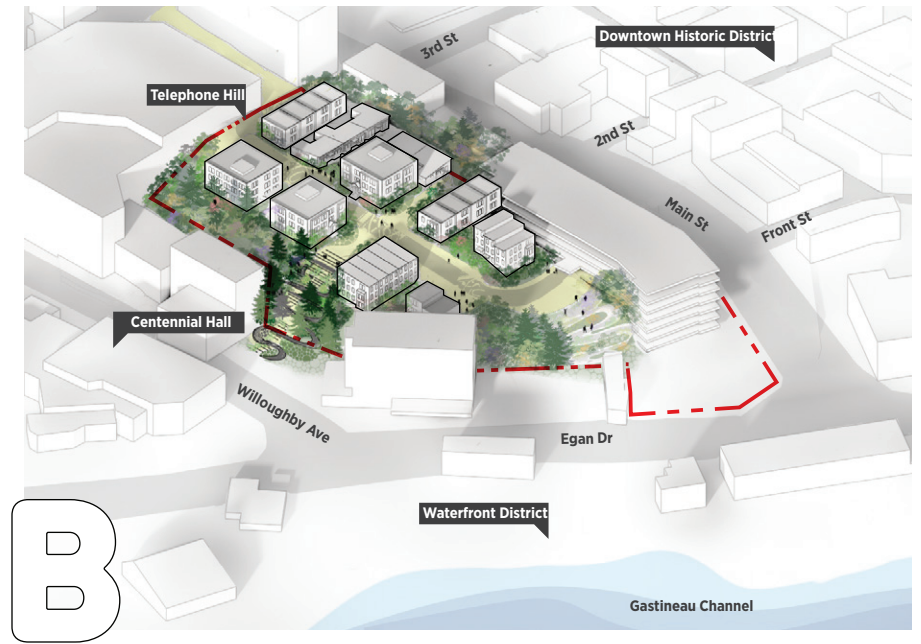


Fig. 11: Preliminary Concept B

Preliminary Concept B: Townhomes & Walk-Ups

Concept B explored the possibility of providing a variety of housing typologies on Telephone Hill, including single-family attached houses (townhouses) as well as walk-up style apartments. In contrast to building offices, three levels of parking were added above the existing parking garage. The concept retained the proposed east-west stair from Willoughby Ave. to Main Street along with the new alignment of Dixon Street.

- 59 new residential units (23 townhouses & 36 walk-up apartments)
- 3-story parking addition on top of the existing parking garage

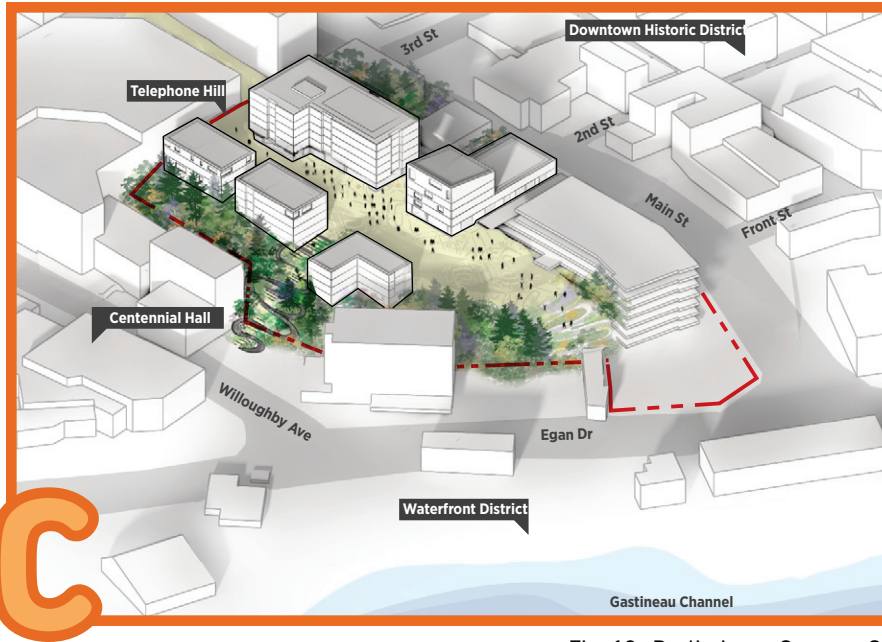


Fig. 12: Preliminary Concept C

Preliminary Concept C: Mid-Rise Apartments

Concept C was the most urban of all the concepts presented at the second engagement session and, ultimately, was selected as the preferred concept of the four presented. The development scenario included approximately 150 new residential uses of varying sizes including studios, one-bed, and two bed units.

- 150 new residential units
- 3-story parking addition on top of the existing parking garage

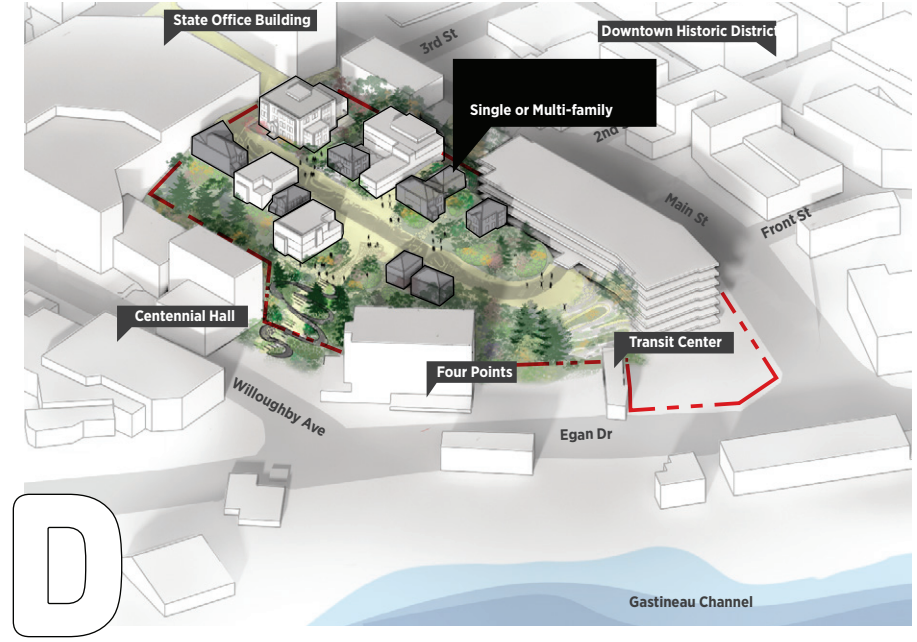


Fig. 13: Preliminary Concept D

Preliminary Concept D: Mixed Infill

Concept D explored how much housing Telephone Hill could support when filling in the gaps between the existing houses with new walk-up apartments. The concept retained the proposed east-west stair from Willoughby Ave. to Main Street along with the new alignment of Dixon Street.

- 7 existing houses retained (approximately 16 units)
- 36 additional residential units
- 3-story parking addition on top of the existing parking garage

DEVELOPMENT SURVEY

The results from the city-wide survey found that Preliminary Concept C: Mid-rise Apartments was the preferred development alternative. When asked for more detail about what types of housing would address the local housing needs, the majority of respondents felt that there should be a mix of housing types to address the needs of the city; including, multi-family housing, workforce housing, senior accessible, and temporary housing. Fortunately, mixed-income and mixed-tenure communities promote social cohesion and interaction among residents and are less likely to experience gentrification.

Select your favorite option and in the following question describe how it could be improved.

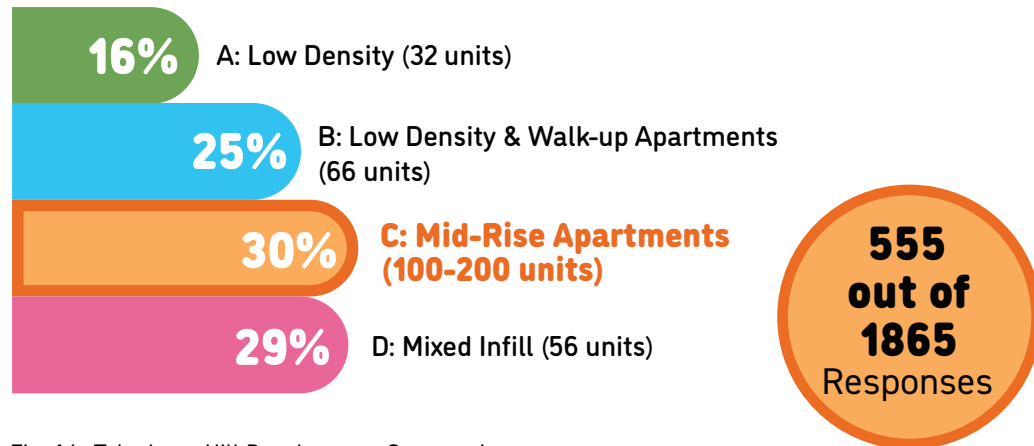


Fig. 14: Telephone Hill Development Survey - Improvements

What type of housing do you feel addresses local housing needs?

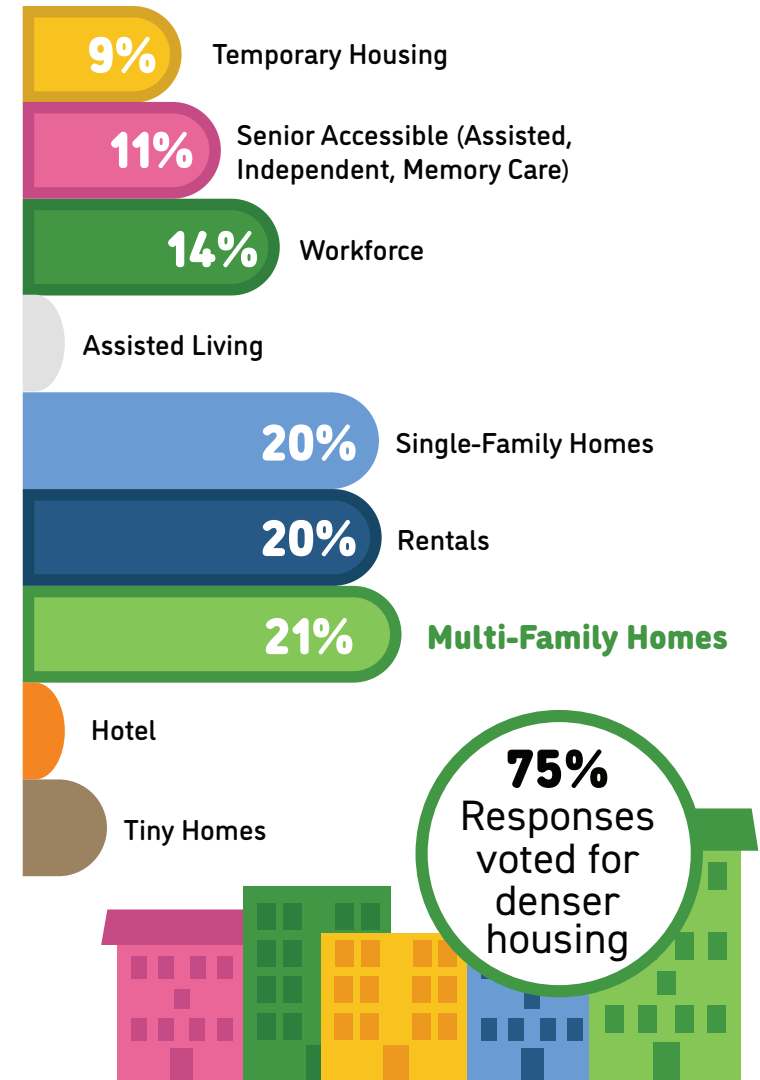


Fig. 15: Telephone Hill Development Survey - Housing Needs

HISTORIC & ENVIRONMENTAL CONDITIONS

CULTURAL RESOURCES DESKTOP ASSESSMENT

The land on which the Project is located was formerly owned by the State of Alaska (SOA) but was deemed excess to the needs and transferred to the City and Borough of Juneau, Alaska (CBJ) for economic development during the 2022 legislative session. In its current configuration, the Project is not a Federal Undertaking subject to Section 106 of the National Historic Preservation Act (NHPA) or the National Environmental Policy Act (NEPA). The Project does not involve SOA-owned or controlled lands and is not subject to the provisions of the Alaska Historic Preservation Act.

There are no known prehistoric or ethnographic Alaska Heritage Resources Survey (AHRs) sites located in the Preliminary APE. However, NLURA's research indicates that there is potential for prehistoric and historic archaeological and ethnographic resources to be present within the Preliminary Area of Potential Effects (APE).

Although the Project is not subject to Section 106 or the AHPA, CBJ has chosen to complete a cultural resource desktop assessment and updated historic site and structures survey for the known sites (structures) within the Project Study Area listed on the Alaska Heritage Resources Survey (AHRs). There are no known prehistoric or ethnographic AHRs sites located in the Preliminary APE. However, NLURA's research indicates that there is potential for prehistoric and historic archaeological and ethnographic resources to be present within the Preliminary APE.

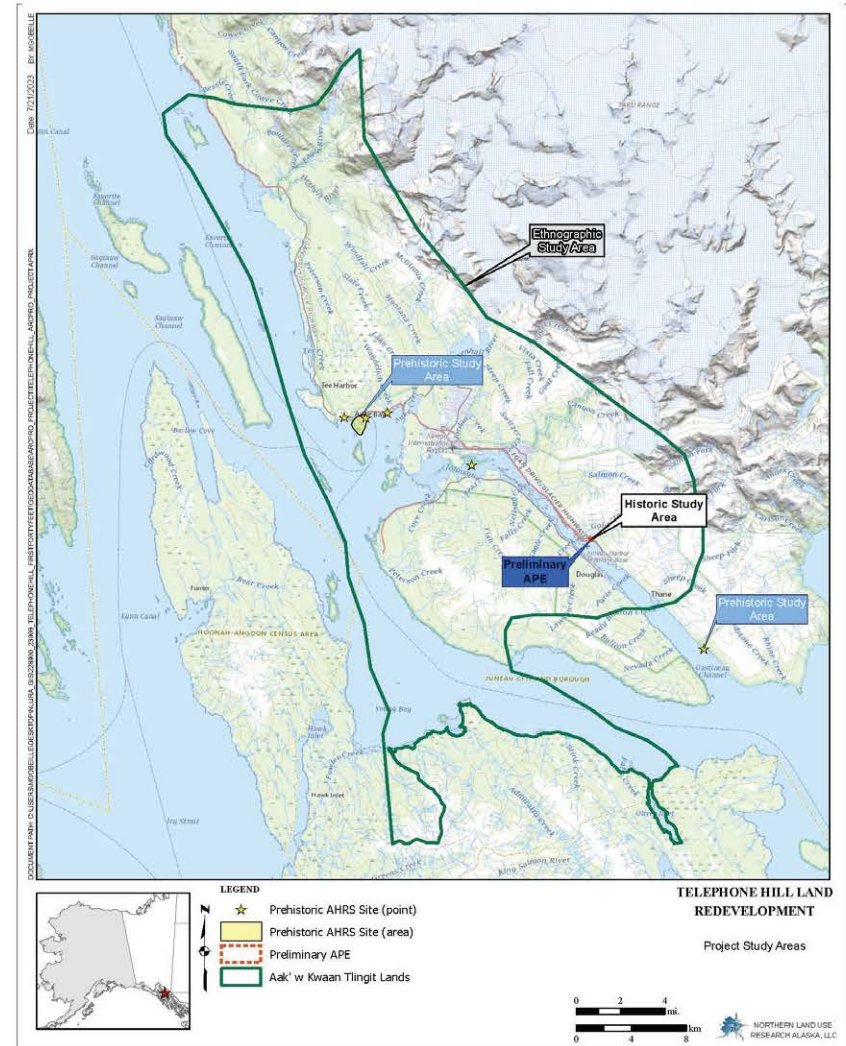


Fig. 16: Preliminary Area of Potential Effects (APE)

HISTORIC BUILDING SURVEY

Multiple site visits were carried out to photograph and document the historic condition of the houses and neighborhood of Telephone Hill. The primary goal of the work was to update the 1984 Historic Survey completed by the Alaska Archives Resource and Records Management. The CBJ consultant team of First Forty Feet, MRV, and Northern Land Use Research Alaska have reviewed the report findings and have found historic value to note.

The historic building survey and inventory was completed during the fall of 2023. It presents updates to the Telephone Hill Historic Site and Structures Survey of 1984. Nearly forty years have passed since the last survey was completed, and the survey found that little modification has occurred since then. Some of the homes show signs of weathering and are in significant need of upkeep and maintenance. Compared to the 1984 report, the Historic Building Survey highlights additional findings of historic value and current conditions. The report, like the 1984 report, also recognizes not only the individual houses as historically significant, but the collections of houses forming a historic district*.

*Historically, the City and Borough of Juneau has referred to historic districts as neighborhoods. Moving forward, the Historic Building Survey document refers to the Telephone Hill historic district as a neighborhood.

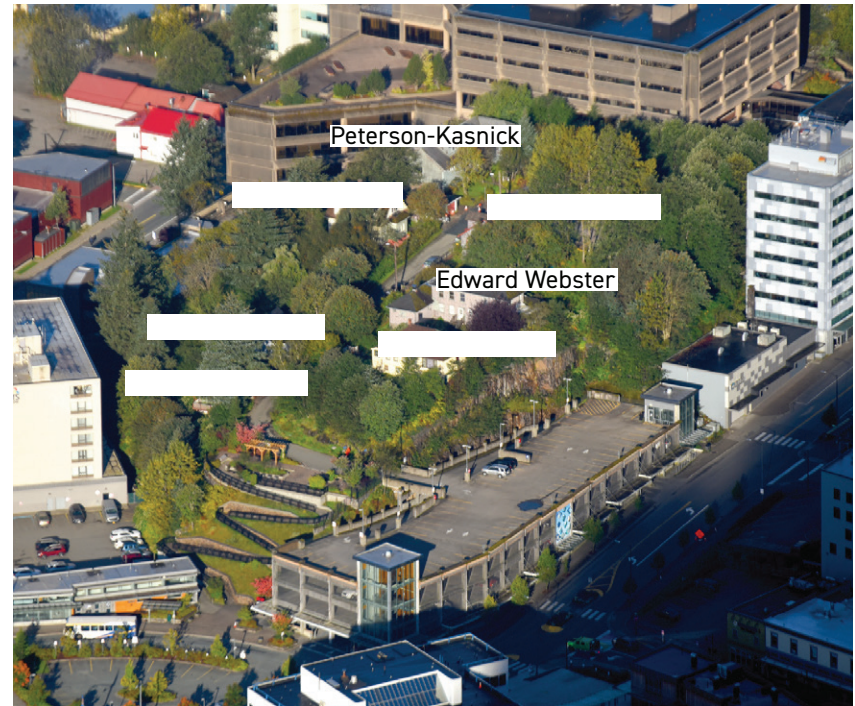


Fig. 17: Telephone Hill Historic Survey Site

STRUCTURAL CONDITIONS SURVEY

The buildings survey performed was a visual assessment of the condition of the structure at the time of inspection. The buildings were constructed between 1882 and 1947 before building codes were adopted. They do not benefit from the modern code requirements for gravity/snow loading, lateral/seismic systems, detailing for load transfer, etc. that provide an appropriate level of safety for the occupants of these homes.

124 Dixon Street

Built in 1910, the residence is three stories with concrete basement walls, wood framing above, and a gable roof system with rafters. The building appears to have a conventional footing with a slab-on-grade. At a minimum, the home needs to be remodeled and retrofitted. Unless the building is saved as a historic asset, it is likely not economically feasible for CBJ to own or rent the property.

125 Dixon Street

Built in 1900, the residence is two stories with concrete basement walls, wood framing above, and a hip-and-gable roof truss system. The building appears to have a conventional footing with a slab-on-grade. The building has visually deteriorated. Chipped paint, siding, and a lack of floor coverings exist. It appears the roof was in the process of being replaced, but there are holes in the old portion of the roof. Rot in the window frames, mold on the siding, and signs of pipe leaks indicate water has infiltrated the building. Unless the building is saved as a historic building, it is likely not economically feasible for CBJ to own or rent the property.

128 Dixon Street

Built in 1935, the residence is three stories with primarily wood-framing, a concrete retaining wall on one side of the basement, and gable roof system with rafters. This building has significant deterioration and is hazardous. Given the number of settlement and structural issues observed, this building is at the end of its useful life and should be demolished. A remodel is not feasible. The building is hazardous and should not be occupied.

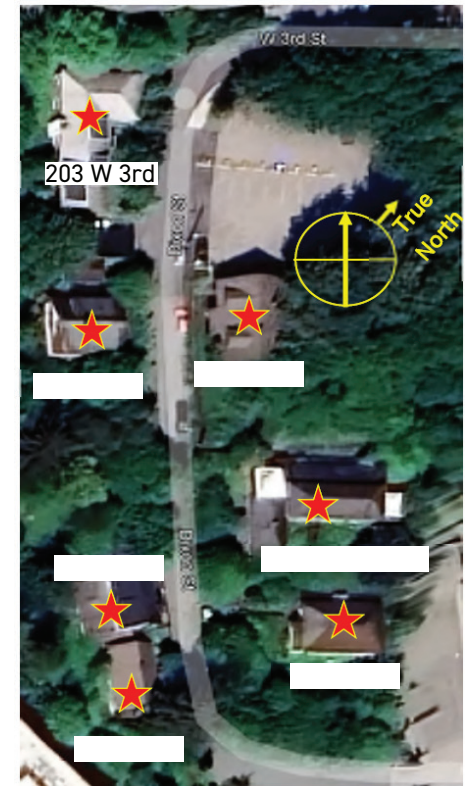


Fig. 18: Buildings Survey Site

135 and 139 West 2nd Street

The buildings were constructed in 1882, according to the historic plaque mounted on the side of the residence. The 135 West 2nd Street residence is a two-story, wood-framed building with a hip roof system with rafters. The 139 West 2nd Street residence is a one-story, wood-framed building with a hip roof system with rafters. The foundation for both residences is conventional footing with concrete basement wall and a partial slab-on-grade. This residence has had additions built onto it over the years. This building is in poor condition. The roof is

covered in moss and has a tarp on the east and west low roofs in an attempt to prevent water leaks. Rafter members are under designed for current snow loads and likely the reason they have not collapsed is because the heat from the building melts the snow during the winter. The homes will need to be remodeled and retrofitted. Unless the buildings are registered as a historic building, it is likely not economically feasible for the CBJ to own or rent the property.

214 Dixon Street

Built in 1913, the residence is three stories with concrete basement walls, wood-framing above, and a gable roof system with roof rafters / site-built trusses. The building appears to have a conventional footing with a slab-on-grade. This building has some deterioration. The columns supporting the stair and deck framing do not have positive connections at the base or to the beam its supporting. At a minimum, the exterior wood stairs should be demolished and rebuilt to prevent injury, and the home needs to be retrofitted. Unless the building is saved as a historic building, it is likely not economically feasible for CBJ to own or rent the property.

211 Dixon Street

Built in 1917, the residence is three stories with partial height concrete basement walls, wood-framing above, and a gable roof with rafters. The building appears to have a conventional footing with a slab-on-grade on part of the basement and unfinished floor on the other part. This building is in fair condition for its age. The roof was replaced recently, and watermarks on the roof rafters appear to be from old leaks and have since dried. The perimeter concrete wall appears

to be in good condition; however, the interior concrete walls have significant cracking and are missing chunks of concrete in some locations. Unless the building is saved as a historic building, it is likely not economically feasible for CBJ to own or rent the property.

203 West 3rd Street

Built in 1947, the residence is four stories with concrete basement walls, wood-framing above, and a hip and gable roof system rafters. The building appears to have a conventional footing with a slab-on-grade. This building appears to be in fair condition for its age. The broken pipe in the back appears to be a sewer pipe, and its contents are draining down the hill. At a minimum, the exterior decks should be demolished and rebuilt to prevent an injury, and the home needs to be retrofitted. Unless the building is saved as a historic building, it is likely not economically feasible for CBJ to own or rent the property.

PHASE I ENVIRONMENTAL SURVEY

First Forty Feet, on behalf of the City & Borough of Juneau, contracted Cox Environmental Services (CES) to perform a Phase I Environmental Site Assessment (ESA) for Telephone Hill, herein referred to as the subject property. The Phase I ESA was performed in conformance with the scope and limitations of Standard Practice for Environmental Assessments: Phase I Environmental Assessment Process (ASTM E1527-21) and the United States Environmental Protection Agency (USEPA) Standards and Practices for All Appropriate Inquiries (AAI), as required under Section 101(35)(b)(ii) and (iii) of the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA) (EPA AAI Rule), and Code of Federal Regulations (40 CFR) 312. This Phase I ESA was conducted to identify potential or existing Recognized Environmental Conditions (RECs), Historical RECs (HRECs), and/or Controlled RECs (CRECs), as defined by ASTM Standard E1527-21 and USEPA, and to provide appropriate inquiry into the previous ownership and use of the subject property.

For the purpose of this Phase I ESA, the subject property includes 16 lots developed with seven residences that occupy multiple lots. The street addresses are 211 Dixon Street, 135 W Second Street, 125 Dixon Street, 124 Dixon Street, 128 Dixon Street, 214 Dixon Street, and 203 W Third Street. All of the residences are rental properties; most have been subdivided to accommodate multiple residents.

The ASTM E1527-21 standard outlines definitions for various environmental conditions related to hazardous substances or petroleum products on a property. A Recognized Environmental Condition (REC) is described as the presence or likely presence of

such substances due to environmental release, indicative conditions, or conditions posing a future threat. Conversely, conditions deemed insignificant (de minimis) are not classified as RECs.

The standard defines a Controlled Recognized Environmental Condition (CREC) as a previously addressed environmental condition resulting from a past release, satisfactorily managed by regulatory authorities with implemented controls, allowing hazardous substances to remain in place under specified conditions.

A Historical Recognized Environmental Condition (HREC) refers to a past release of hazardous substances or petroleum products on the property, addressed to regulatory satisfaction without subjecting the property to any mandated controls, thereby meeting unrestricted use criteria established by regulatory authorities.

CES has identified multiple heating oil Aboveground Storage Tanks (ASTs) distributed across various locations within the subject property, including 124 Dixon Street, 128 Dixon Street, 214 Dixon Street, an undisclosed site at 214 Dixon Street, 203 W Third Street, 211 Dixon Street, 125 Dixon Street, and 135 W Second Street. These ASTs, ranging in capacity and installation methods, present potential environmental risks and are recommended for decommissioning by CES. Each recommendation entails the removal of the AST and associated lines, followed by a thorough soil sampling procedure beneath the tanks to assess potential contamination. Despite uncertainties regarding the age of these ASTs, CES underscores the likelihood of out-of-service Underground Storage Tanks (USTs) within the property, emphasizing the need for precautionary measures and further investigation.

CES's recommendations emphasize proactive environmental management to mitigate potential risks associated with the presence of these heating oil ASTs. By advocating for their removal and subsequent soil sampling, CES aims to ensure the safety and environmental integrity of the subject property. Additionally, the acknowledgment of potential out-of-service USTs underscores the importance of comprehensive assessment and remediation efforts to safeguard against potential environmental hazards.

CES recommends an environmental management plan (EMP) be developed outlining procedures for contractors to follow in the event that USTs or soil contamination associated with the above listed ASTs be discovered during construction.



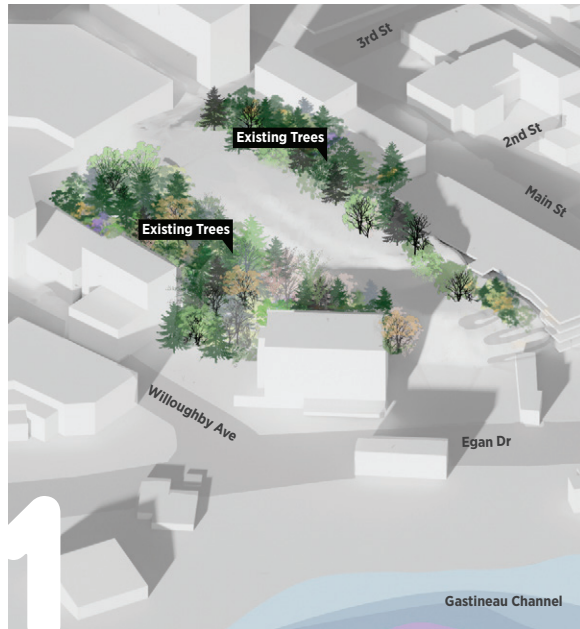
Fig. 19: Storage Tank at 214 Dixon St.



Fig. 20: Storage Tank at 203 West Third St.

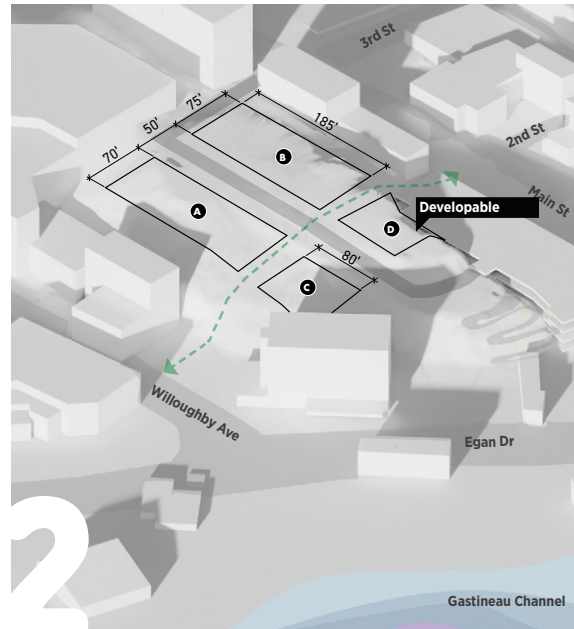
DEVELOPMENT FRAMEWORK

DESIGN GUIDELINES & CONSIDERATIONS



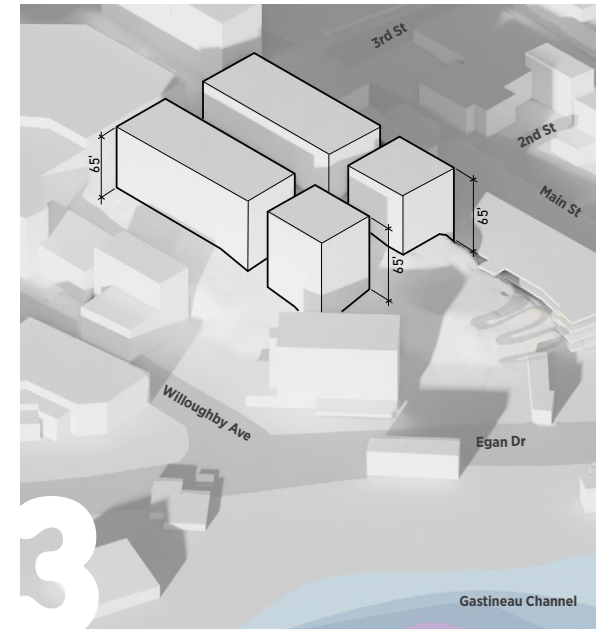
Preserve Existing Landscape Features

Residents taking part in the engagement sessions, overwhelmingly pointed to the existing trees on the perimeter of the site, including the existing cherry tree, as a valuable natural asset worth retaining (to as large an extent as possible) in the future development of Telephone Hill.



Developable Area with Circulation

The majority of respondents felt that physically connecting Telephone Hill to the historic Downtown and Aak'w Village District should be prioritized in the future development of the site. This new east-west stair connection, along with a new road alignment with a city standard roadway for Dixon St. establishes four clearly defined development parcels within the site.



Height Limitations

While there is no current height limitation on Telephone Hill, the vast majority of respondents stated that it was very important to maintain views to the mountain looking east from Aak'w Village and to the west from Downtown. View studies revealed that new development would respect these view sheds if kept to a 65' height limit throughout the site.

Fig. 21: Site Concepts Diagrams 1-3

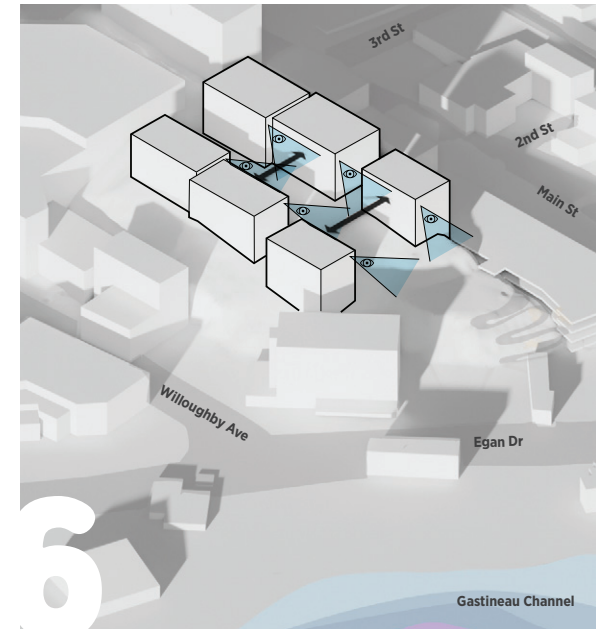
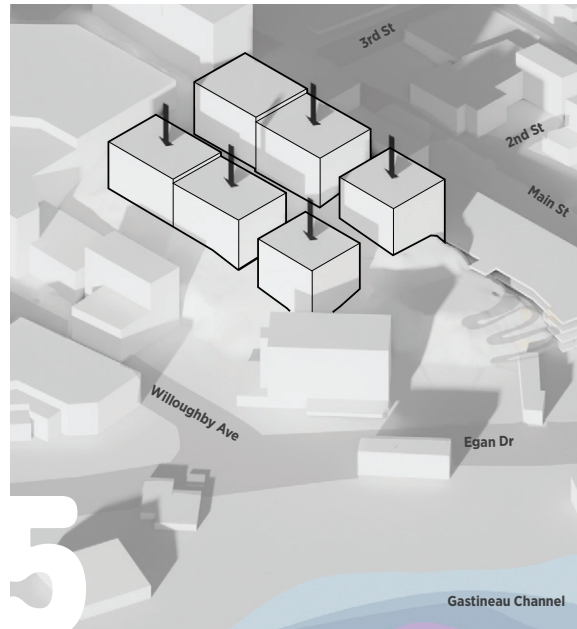
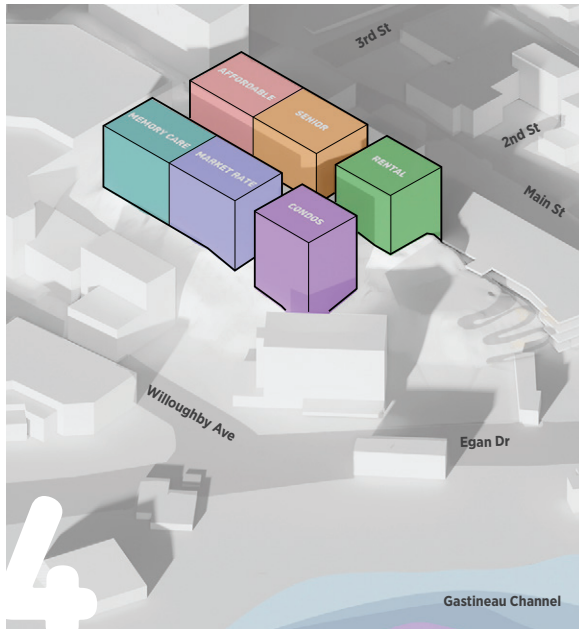


Fig. 22: Site Concepts Diagrams 4-6

Diversity of Housing

Respondents identified a wide variety of housing types which would address Juneau’s housing needs. These include temporary housing (for visiting government staff), senior accessible housing (assisted, independent, and memory care), workforce housing, and multi-family rental. The goal is ultimately to create a mix of housing, focused on ameliorating the housing pressures in Juneau.

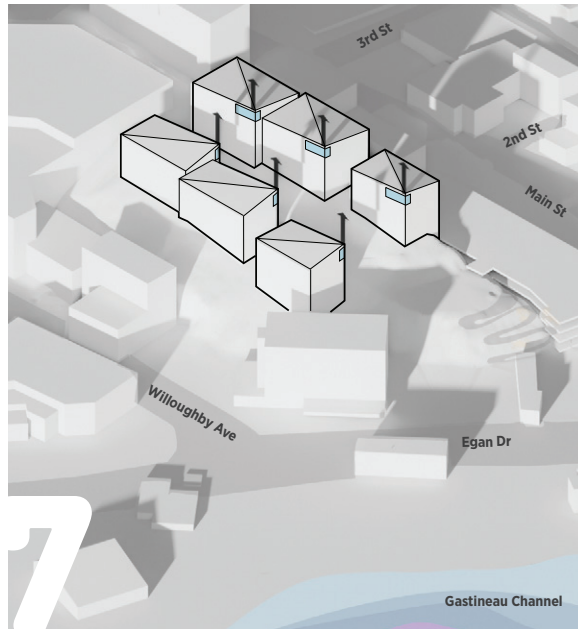
Site Specific Design

Telephone Hill’s irregular topographic conditions should be considered in the design of new buildings on the site. The site slopes down from the State Office Building toward the Gastineau Channel as well as from east to west. Ground floor finish levels should conform to the different levels on the site where building entries are located. This may mean that buildings step down rather than having one continuous floor plate or eave line.

Open Views to Gastineau Channel

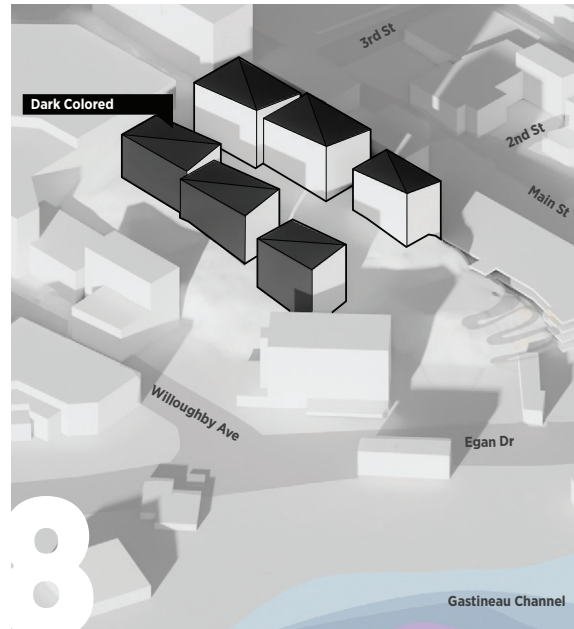
Respondents mentioned that protecting views to the Gastineau Channel from the site would provide a public benefit for visitors and tourists to Juneau as well as a benefit for future residents of Telephone Hill. By pushing the buildings back in progressive steps, the residents of the future buildings will also have enhanced views to the Channel.

DESIGN GUIDELINES & CONSIDERATIONS



Top Floor Amenity

The top corners of each building (or building mass) provide an opportunity for amenity spaces with spectacular views to the Channel. By raising the mass of these buildings on the corners, these amenity spaces could be voluminous and open up to the sky.



Discreet Outer Shell

One possibility for facades facing outward toward the city is that they become discreet and blend in with the trees. A dark outer "shell" will help the buildings disappear in the trees and avoid becoming noticeable objects on the Hill.

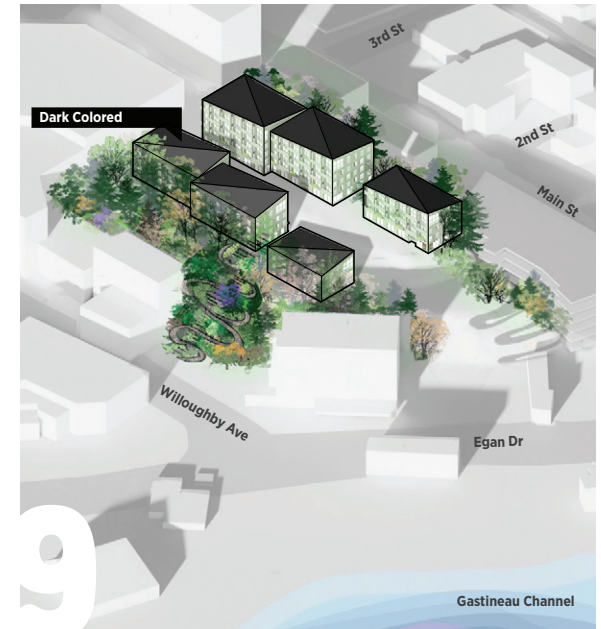


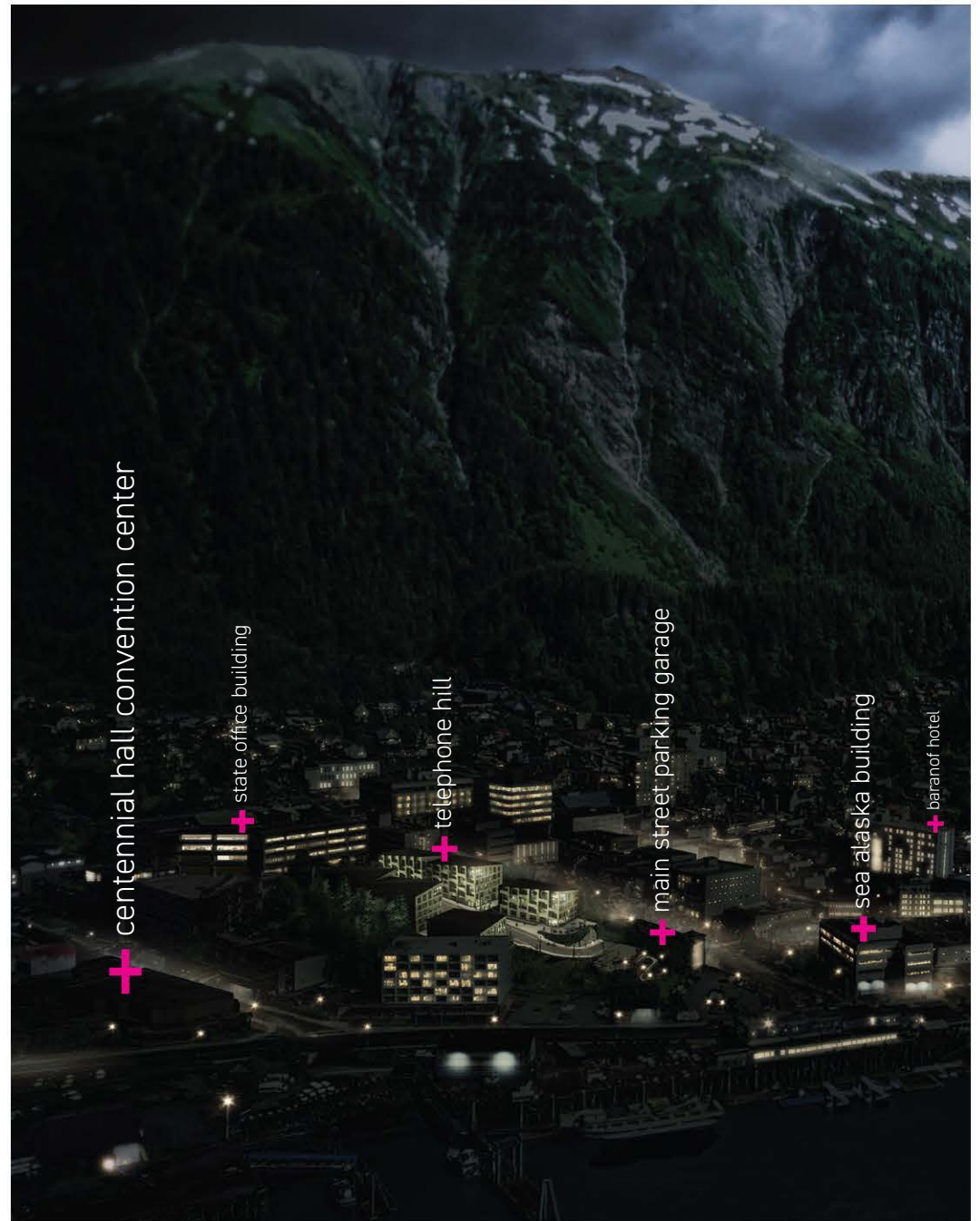
Fig. 23: Design Concepts Diagrams

Units with Views

By carving the building facade in and out along Dixon Street, each unit could have their own private views to the Gastineau Channel. Recessed balconies between 'steps' allow for private viewing decks out to the Channel.

Fig. 24: Visualization of Telephone Hill Development

Visualization depicting what Telephone Hill could look like when following all of the aforementioned design guidelines. This view is taken from above the Gastineau Channel looking back to Telephone Hill and historic Downtown Juneau. The buildings sit comfortably atop the Hill and are quietly concealed behind the existing trees, in scale with the rest of the Downtown.



PARCELS & SETBACKS

The site parcels diagram (to the right) illustrates the new alignment for 3rd Street, Dixon Street and the new access public easement for the two proposed access stairs.

It is recommended that future development conform to the specific development requirements as set out in the diagram. These requirements reflect the design guidelines and considerations illustrated on pages 26-28. These requirements include front and rear yard setbacks to delineate the buildable area within each parcel.

The development summary on the following pages presents a scenario which conforms to the parcels and setbacks diagram (to the right). Its purpose is to illustrate how buildings might be laid out on the site, where entries could be located as well as circulation corridors and stairs. The number of stories in this scenario stays within the height limitations diagram (page 20) and reflects the recommendation for site specific design (page 26).

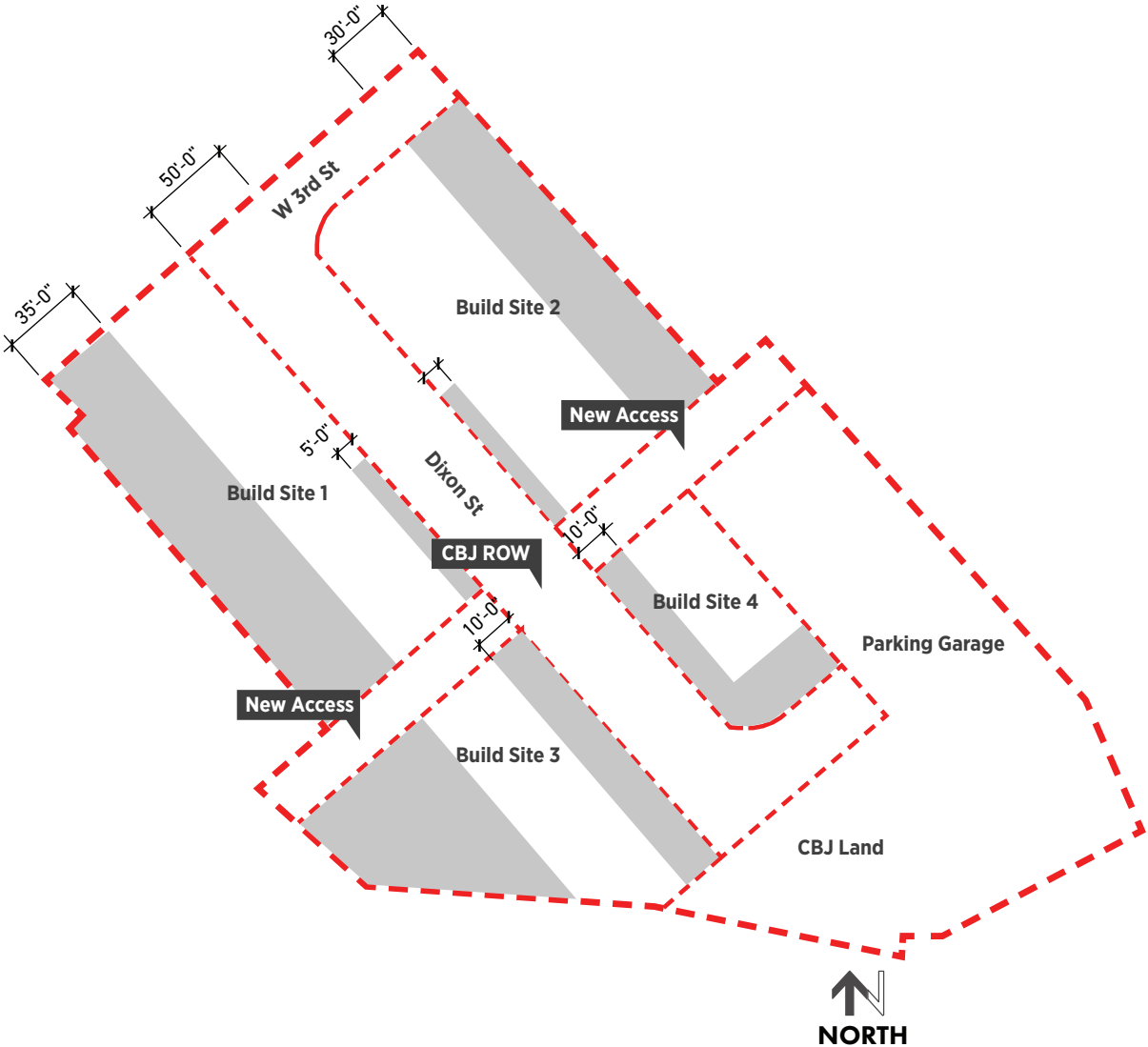


Fig. 25: Parcels & Setbacks

DEVELOPMENT FEASIBILITY STUDY



Fig. 26: Ground Floor Plan

■ Non-Residential
■ Residential

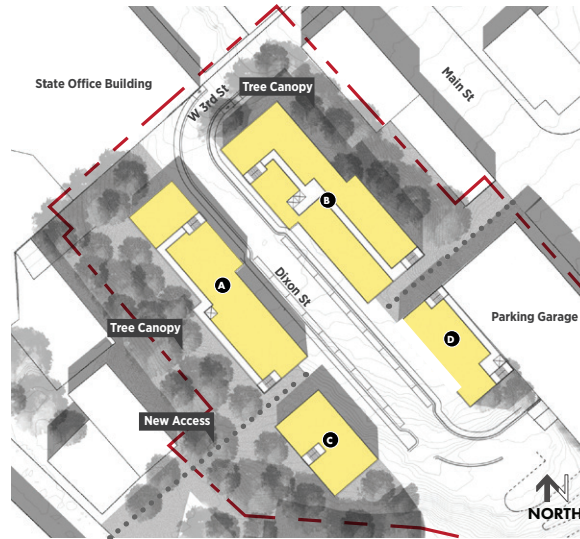


Fig. 27: Typical Floor Plan

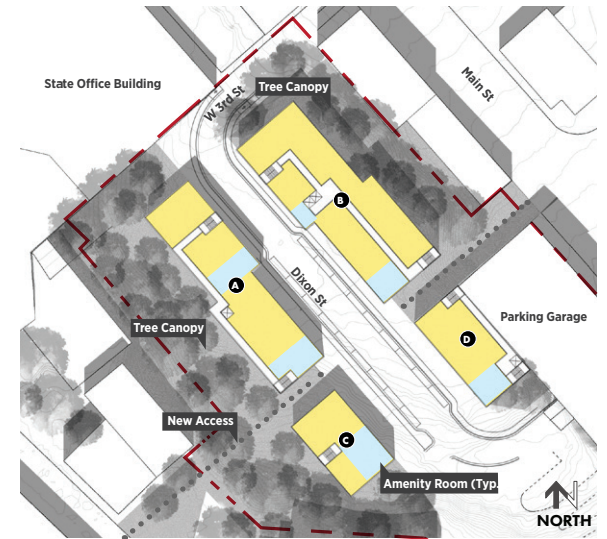


Fig. 28: Top Floor Plan

DEVELOPMENT SUMMARY

	Ground Floor		Second Floor		Third Floor		Fourth Floor		Fifth Floor	
	Non-Residential	Residential	Non-Residential	Residential	Non-Residential	Residential	Non-Residential	Residential	Non-Residential	Residential
BLDG. A	892	6,966	-	7,721	-	7,721	1,709	6,012	-	-
BLDG. B	803	9,328	-	9,911	-	9,911	-	9,911	1,140	8,771
BLDG. C	161	3,444	-	3,635	1,154	2,481	-	-	-	-
BLDG. D	837	2,923	-	3,607	-	3,607	684	2,923	-	-
TOTAL	2,693	22,661	-	24,874	-	24,874	-	21,239		9,911

Fig. 29: Development Summary

CIVIL & GRADING

SITE GRADING

Telephone Hill is characterized by steep slopes and is one of the prominent features of the city's landscape, the Hill rises dramatically from the Gastineau Channel, offering sweeping panoramic views of the surrounding fjords, forests, and mountains. Its rugged terrain poses both challenges and opportunities for development, with its slopes requiring innovative engineering solutions. The topography of Telephone Hill also plays a significant role in shaping the City's urban fabric, influencing land use patterns, transportation routes, and the overall aesthetic appeal of the area. Despite the challenges to development because of the Hill's topography, it offers unique vantage points and is set within a natural landscape making it a prized location for residential, minimal commercial, and recreational purposes, contributing to Juneau's distinctive charm and character.

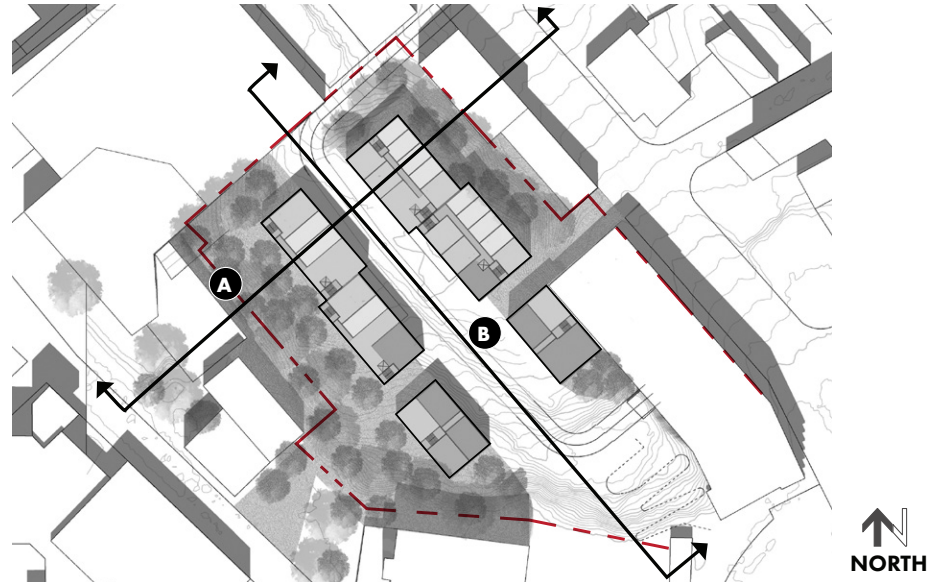


Fig. 30: Site Grading Key Plan

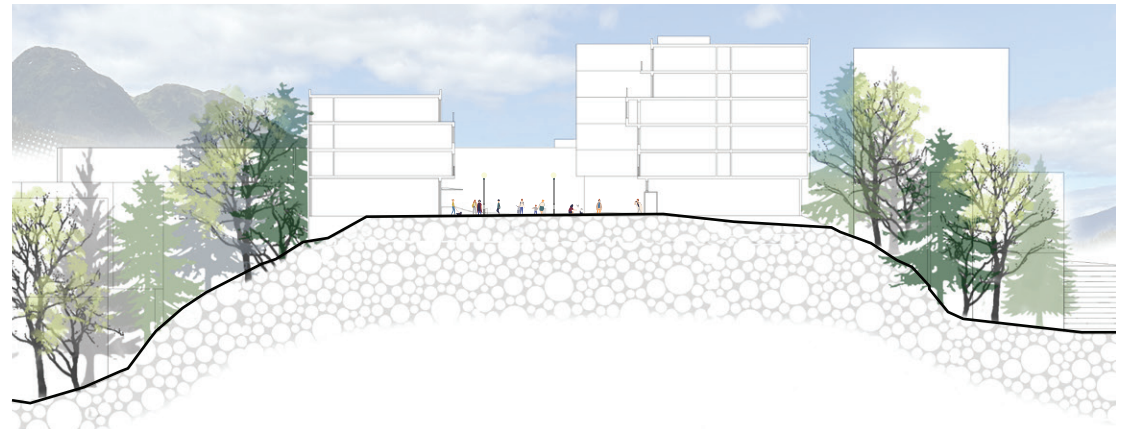
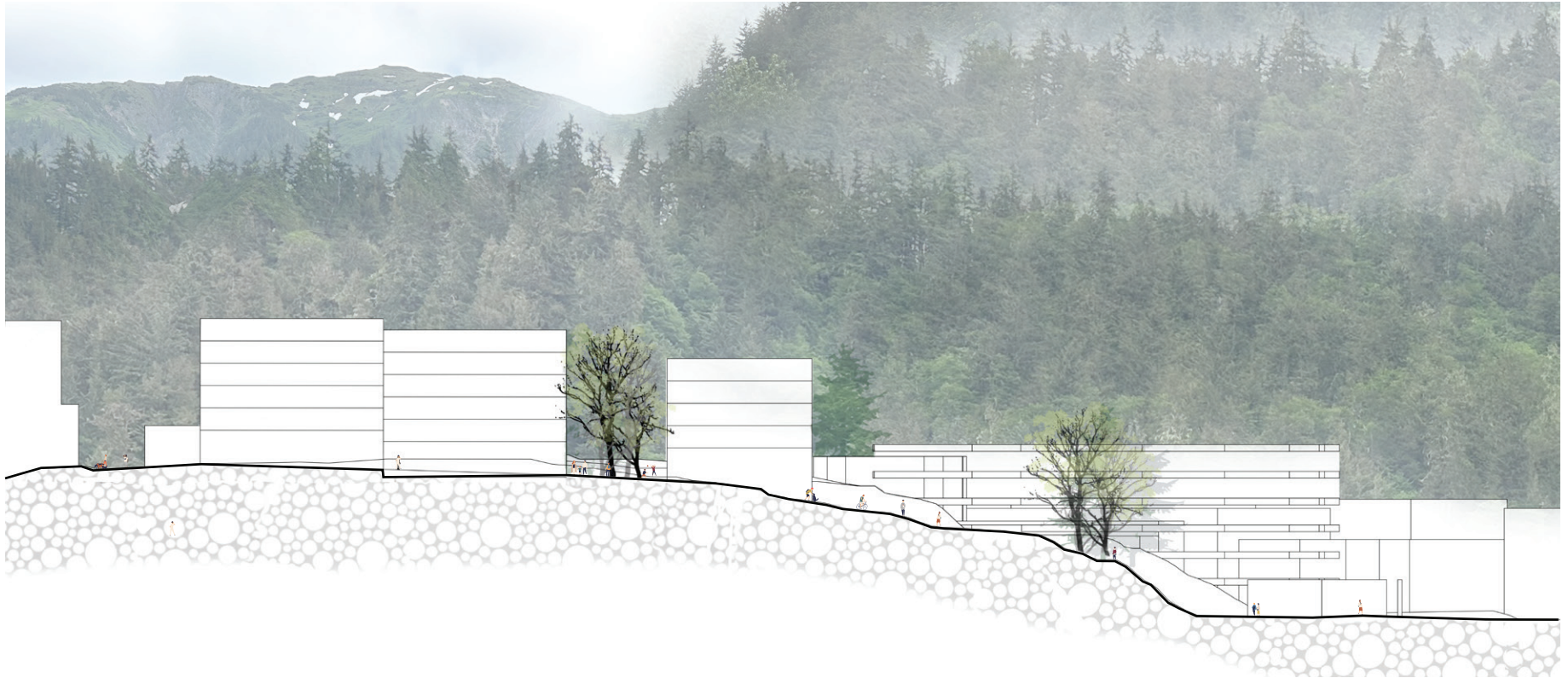


Fig. 31: Transverse Site Section **A**

Fig. 32: Longitudinal Site Section **B**

Moving Along Dixon Street

Dixon Street will need to be moved slightly to the northeast of its current location in order to accommodate future development on both sides of the road. As 3rd Street turns into Dixon Street, the site nearly reaches its highest point. Moving toward the Gastineau Channel, the site has a gentle slope and as it

approaches the existing stairs to the south, adjacent to the parking garage, the slope accelerates. It is important that to keep in mind that any future development should attempt to step building slabs to accommodate ground floor entries.

The New East / West Staircase

The new stair connecting Willoughby Ave. to Main Street will need to be designed according to Juneau's public stair standards, with some modification to allow for occasional stopping points to sit and enjoy the scenic views to Downtown Juneau and waterfront.

PARKING STRATEGY

The Telephone Hill site, adjacent to Juneau's downtown, presents challenges for structured parking due to its topography. Encouraging developers to offer low-cost amenities could enable residents to live car-free while meeting daily needs. Carshare providers like Zipcar work with property owners to provide convenient carsharing options. Although Zipcar isn't in Juneau, other local programs may offer similar services, such as Car2Go or ReachNow. For instance, the Uptown Apartments in Vancouver, WA, offer carsharing with Envoy Technologies, providing electric cars for residents' use. Additionally, the City could attract micromobility



Fig. 34: Example of On-Site Carshare Scheme

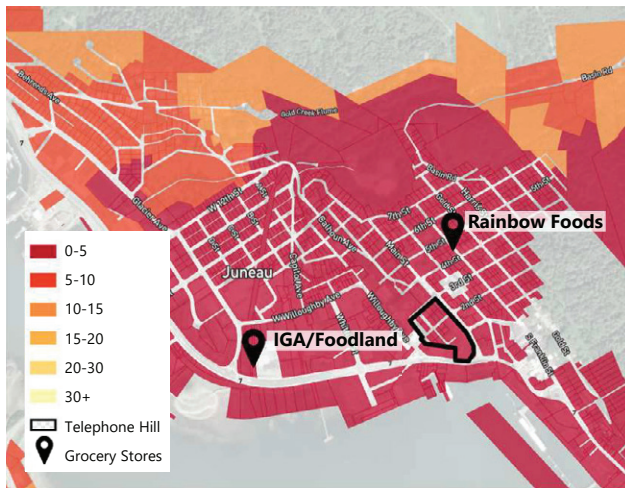


Fig. 33: Walking Distance (Minutes) to Nearest Retail from Site

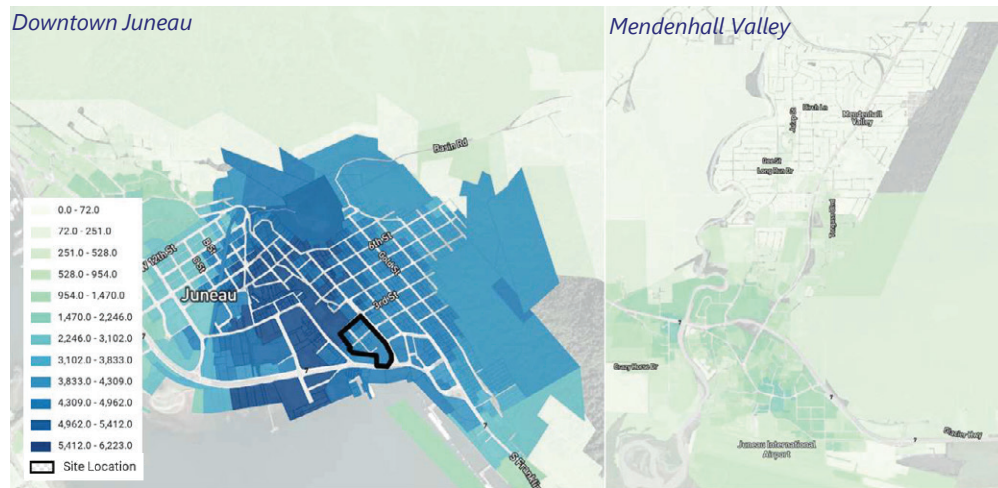


Fig. 35: Number of Jobs Within 10-Minute Walk

PARKING ALTERNATIVES

Option 1 | Shared Parking (Recommended)

operators like Bird or Lime, offering shared bikes or scooters as mobility options. Companies like Levy partner with property owners to offer electric scooters to residents, providing maintenance and billing services while allowing partners control over rental rates.

There are a prevalence of retail businesses throughout Downtown Juneau, such that the average walking distance to the nearest retail location from nearly everywhere in the downtown is five minutes or less, including from the Telephone Hill site, as shown on the previous page. Locations of grocery stores within easy walking distance are also shown.

Downtown Juneau also has a very high job density. Around 5,000 jobs are located within a ten-minute walk of the Telephone Hill site, as shown above at left. On the other hand, in the Mendenhall Valley, it is very difficult if not impossible to walk to most jobs, as shown above at right. Although prospective residents of Telephone Hill may still wish to have access to a car for recreation or larger shopping trips, these maps demonstrate the potential for a more walkable or less auto-reliant lifestyle on the Telephone Hill site.

Parking

5 total parking stalls:

- On-street parking shared scheme.

Site Work

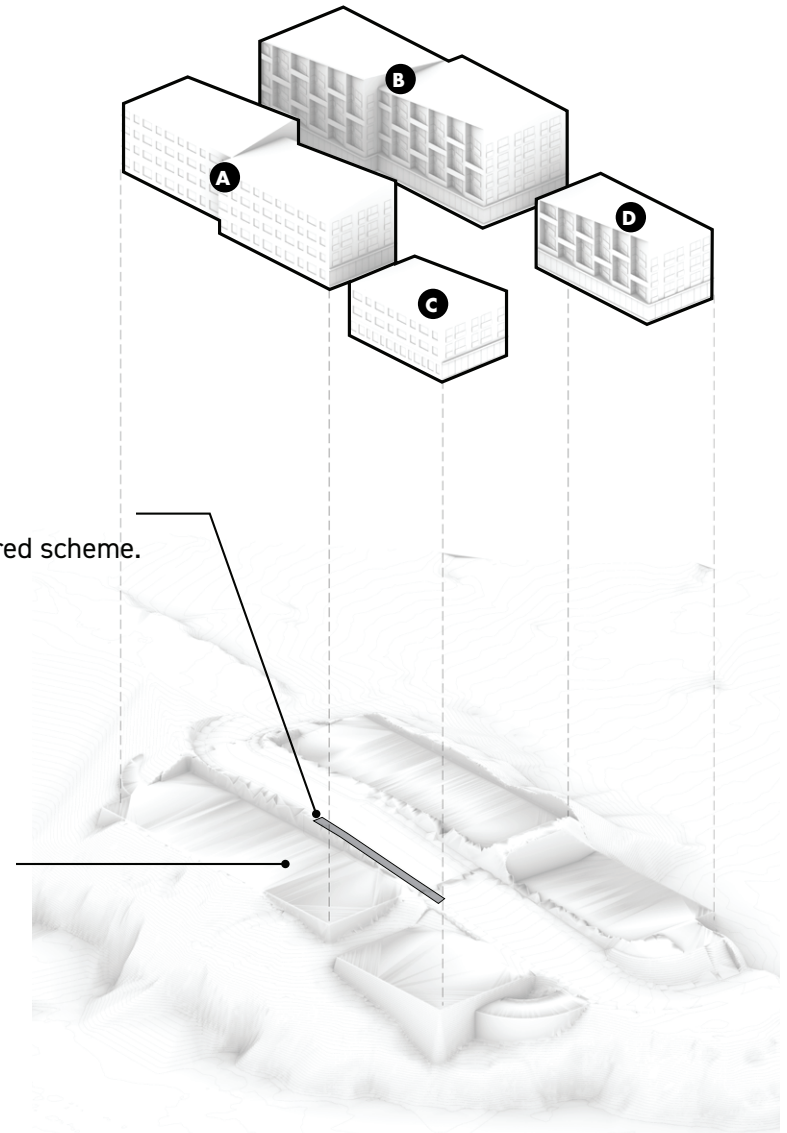


Fig. 36: Site & Parking Alternatives Option 1

Long Term Parking Strategy | Utilizing Main Street Garage

It is recommended that the existing parking garage add three new levels of parking as part of a separate project from this one. The goal will be to add additional parking for future needs of the City and be funded separately from this project.

The new alignment of Dixon Street should be planned to connect to the existing parking garage and future ramps that would be part of the expansion.

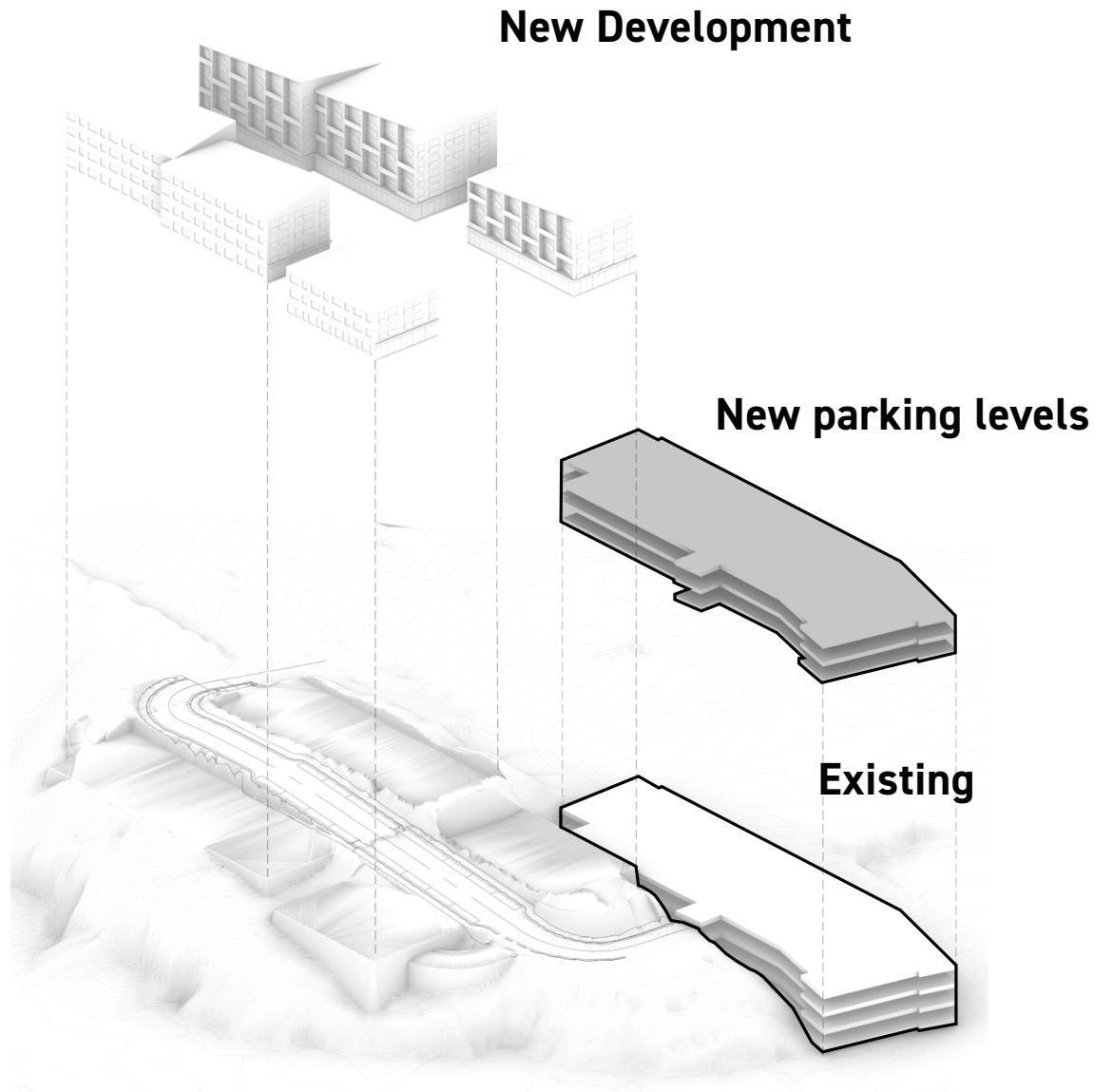


Fig. 37: Long Term Parking Strategy

OPTION 2 | Individual Parking Garages

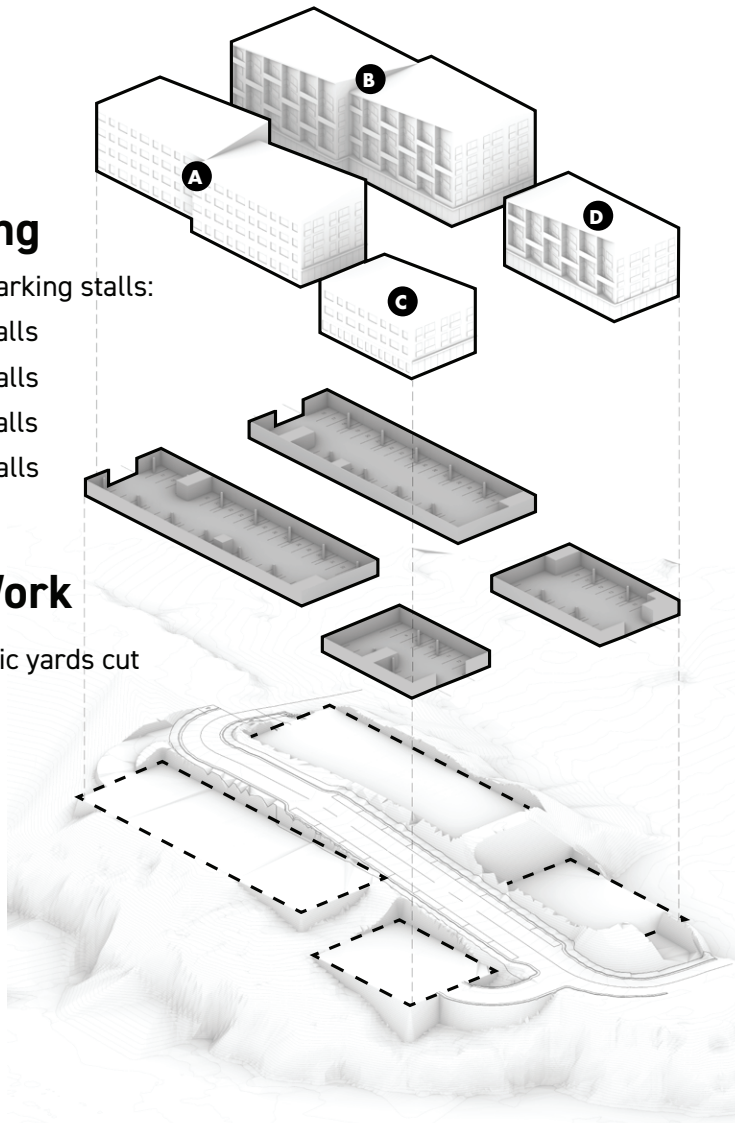
Parking

93 total parking stalls:

- A: 33 stalls
- B: 32 stalls
- C: 13 stalls
- D: 15 stalls

Site Work

16,125 cubic yards cut



Option 3 | Two Parking Garages

Parking

65 total parking stalls:

- A: 33 stalls
- B: 32 stalls

Site Work

10,050 cubic yards cut

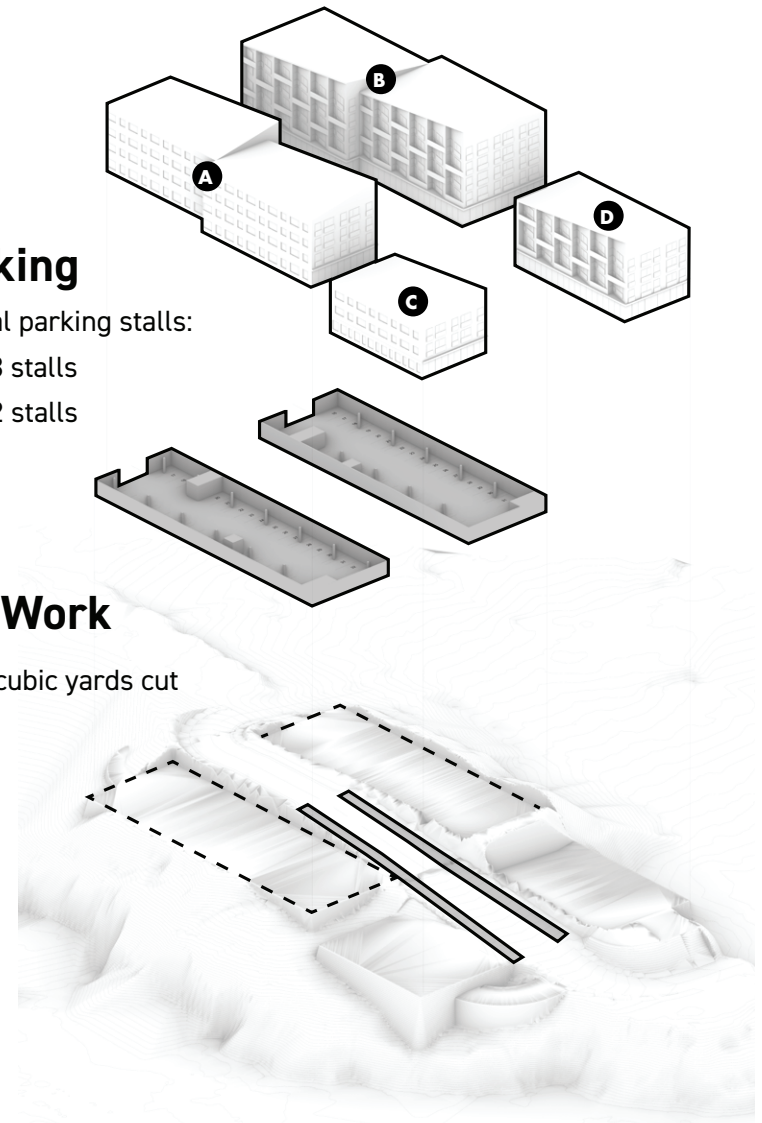


Fig. 38: Site & Parking Alternatives Option 2-3

IDENTITY & WAYFINDING

PURPOSE & INTEGRATION

Integrating wayfinding elements at Telephone Hill will not only serve the practical function of guiding people through the space but also offer an opportunity to infuse it with a unique character and identity. By incorporating signage, landmarks, and other navigational aids that are visually distinctive and culturally relevant, Telephone Hill can communicate its history, values, and personality to those who pass through it. For example, Telephone Hill might use street signs adorned with local artwork or historical motifs, or incorporate landmarks with symbolic significance into its navigation system. In doing so, the wayfinding elements become more than just tools for orientation; they become symbols of the place itself, fostering a deeper connection between individuals and their surroundings.

This integration of wayfinding with identity not only enhances the practical utility of navigation but also contributes to a richer and more meaningful experience, encouraging exploration, interaction, and a sense of place attachment among residents and visitors.



Fig. 39: Ground Floor Plan

OPPORTUNITIES



Fig. 40: Example of Active Residential Entries

Active Ground Floor Uses

Active ground floor uses, such as cafes, community spaces, and ground floor residential entries are vital for creating lively, walkable urban environments, fostering social interaction and neighborhood cohesion and enhancing the overall urban experience.



Fig. 41: Example of Public Art Mural in Juneau

Art Murals

Art murals in public spaces are vital for enhancing the aesthetics of a place, fostering community cohesion, and celebrating local culture, while also promoting inclusivity and dialogue among residents.

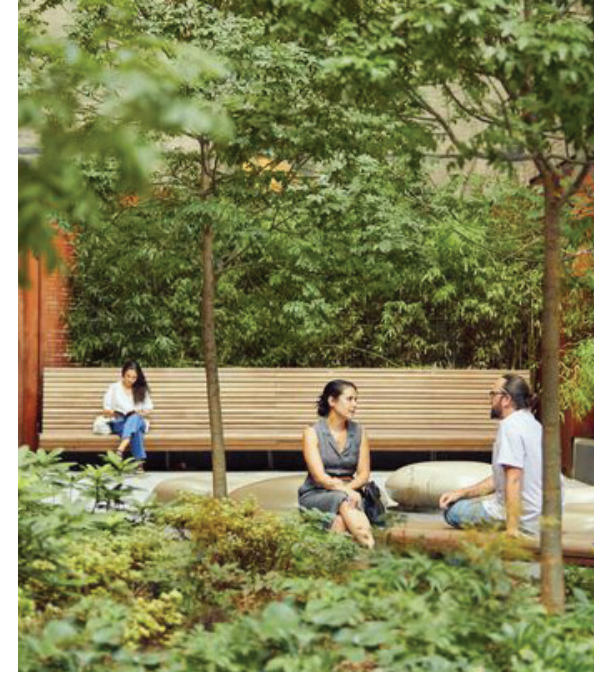


Fig. 42: Example of Public Seating

Public Seating / Benches

Public seating / benches, in public spaces is crucial for fostering social interaction, relaxation, and inclusivity, supporting community engagement and enhancing the usability of urban environments for people of all ages and abilities.

IDENTITY & WAYFINDING ELEMENTS



Fig. 43: Street Lighting Example

Pedestrian Street Lighting

Pedestrian street lighting is essential for safety, accessibility, and enhancing urban environments after dark. Additionally, well-designed lighting aids wayfinding, reduces accidents, and enhances the aesthetic appeal of urban landscapes, creating visually pleasing night-time vistas.

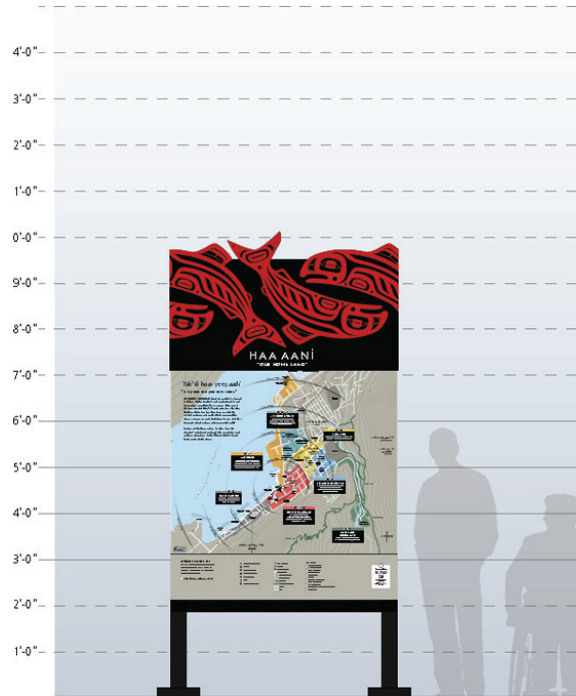


Fig. 44: Directory Wayfinding Example - credit MRV

Signage + Wayfinding

Signage is crucial for wayfinding, offering essential guidance through spaces and enhancing safety and accessibility. Well-designed signage aids navigation efficiently, incorporating local elements to reinforce a sense of place and identity.

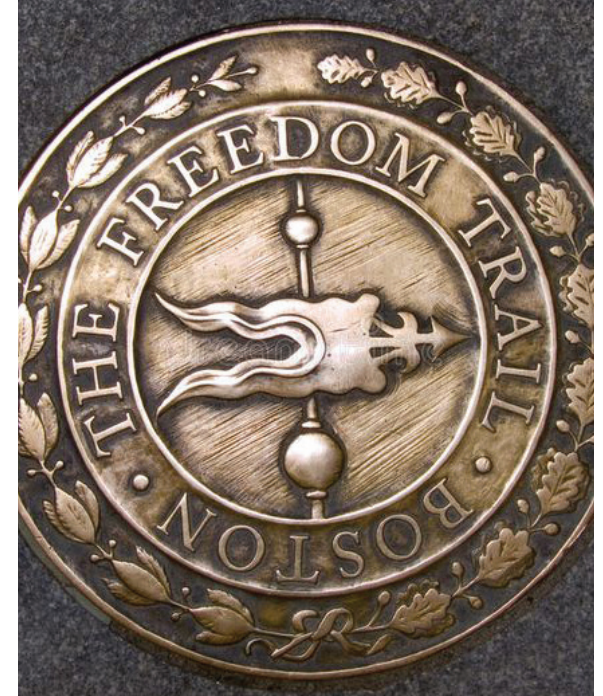


Fig. 45: Example of Historic Marker in Sidewalk

Historic Markers

Historic markers aid wayfinding by offering context and orientation in historically significant areas, guiding individuals while educating them about local heritage and fostering a sense of pride and connection to the past.



Fig. 46: Example of Patterned Pavement from Juneau

Patterned & Symbolic Paving Patterns

Patterned and symbolic paving patterns can have a profound impact on the atmosphere and identity of a place. Beyond their functional role in guiding pedestrian traffic, these patterns serve as visual cues that communicate cultural heritage, artistic expression, or thematic narratives. Symbolic paving patterns can evoke a sense of place, fostering a connection to local history and values.

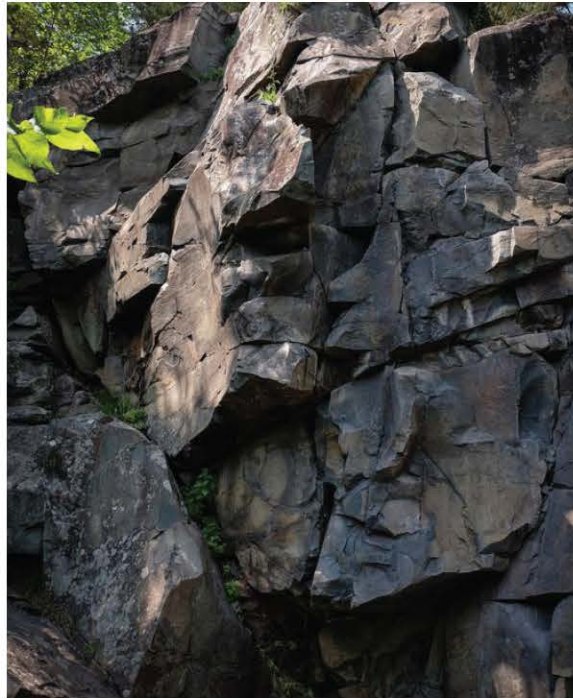


Fig. 47: Example of Open Rock Face

Rock Face Outcrop

Preserving the existing open rock face outcrop at Telephone Hill is crucial for both ecological and educational reasons. These outcrops offer a unique glimpse into geological history, showcasing layers of rock formations that provide valuable insights into Earth's past.

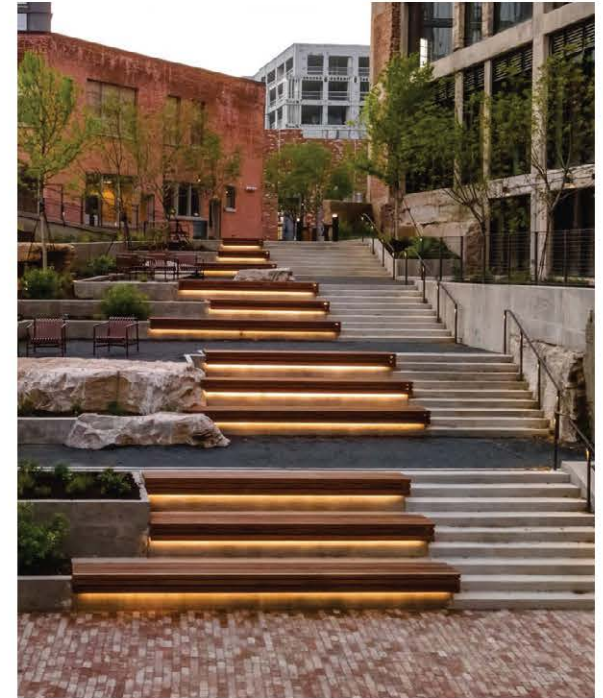


Fig. 48: Stair Elements Example

Sculptural Descending Terrain + Stair

The proposed stairs at Telephone Hill could become sculptural elements, serving both function and aesthetic. They have the potential to become iconic landmarks, enriching the visual landscape and fostering community engagement. These architectural elements blend form and function, enhancing public spaces and leaving a lasting impression.

NEXT STEPS

OVERVIEW

This report section offers recommendations, strategies, and next steps for the CBJ to facilitate the Telephone Hill site's redevelopment. By establishing a clear vision, engaging with developers, and implementing a well-crafted recruitment strategy, the aim is to generate multiple development proposals aligning with the articulated vision. Initially, it covers key aspects of developer recruitment, such as the RFP and RFQ processes, marketing approaches, and essential components of developer solicitation materials. Following this, it addresses phasing and master development considerations for the site, concluding with a roadmap and timeline for the development process.

RFQ v RFP PROCESS

Finding the right development partner is pivotal for the success of the Telephone Hill project. The ideal developer(s) should possess experience, capital, and a strong enthusiasm for the site's potential. Through a competitive process, the CBJ can thoroughly assess numerous candidates to identify the one that best aligns with the site's unique requirements and the CBJ's vision.

Leland Consulting recommends that the CBJ use an RFQ process for the following reasons:

- **Simple to prepare:** An RFQ entails development teams submitting a cover letter, resumes, and qualifications, including details on past similar projects.
- **Likely to generate more submittals:** The reduced time and financial commitment attract more interested parties, crucial for a project in a remote area like Juneau, especially on a challenging site.

- **Likely to catch the interest of highly qualified candidates:** The CBJ can select a few top candidates as finalists, who will then craft detailed proposals. These finalists are likely to produce thoughtful proposals, given their higher chance of securing the job.

However, the RFP process often fails due to:

- **Complexity:** It demands refined proposals, including market analysis and architectural renderings, requiring



Fig. 49: Photo from Open House 1

significant time and resources, often based on incomplete information.

- Deterrence: High costs in time and money discourage many developers, especially those busy or highly qualified, with responses costing tens of thousands of dollars.
- Subjectivity: Decision-making can prioritize superficial aspects, like aesthetics, at preliminary design stages that are likely to evolve.



Fig. 50: Visualization of Telephone Hill Scenario

RFQ VISION & DEVELOPER OUTREACH

The CBJ has developed a vision for the Telephone Hill site, crucial to communicate clearly to developers along with the CBJ's financial commitment, all to be included in the RFQ.

- Project Summary and Vision: The CBJ should use this document to outline site details, history, zoning, size, and the vision for Telephone Hill's transformation, including desired building types, open spaces, and housing, offering developers a chance to participate in downtown redevelopment.
- Financial Reality and Commitment: Given Juneau's development costs, the CBJ provides funding incentives for housing, summarized in the RFQ. Additional potential investments, like site preparation or affordable housing subsidies, should also be detailed.

With both an RFQ and RFP process, proactive outreach to potential candidates is crucial prior to solicitation issuance. Input from developers, even years before construction, is valuable throughout the planning process.

One strategy the CBJ could employ is issuing a request for interest (RFI) to gather information and engage developers before RFQ/RFP issuance. As the solicitation approaches, local and national outreach is essential to ensure a pool of at least two to three qualified submissions. Given limited local experience for a project of Telephone Hill's scale, outreach to developers in Seattle and elsewhere in the West, as well as Anchorage, is recommended. Ultimately, partnerships between developers with national experience and local partners or contractors may best realize the Telephone Hill vision.

RFQ REQUIREMENTS

Since an RFQ doesn't mandate detailed project drawings, the CBJ must assess the developer's experience to determine advancement. The submission should provide ample detail about the developer and team, including, at least, the following:

- Team profile: Description of the primary firm and its location.
- Principals' resumes: Backgrounds of

key individuals responsible for project development, design, and management.

- Project examples: Detailed descriptions of completed projects by the development team, including developers and architects, with criteria for inclusion.
- References: Multiple references, ideally from municipalities with completed public-private partnerships.



Fig. 51: Photo from Open House 2

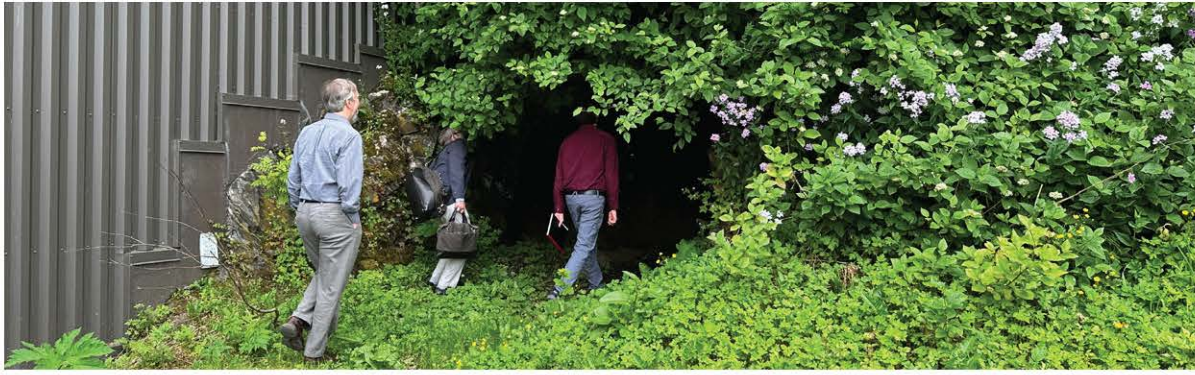


Fig. 52: Photo from First Walking Tour of Site

- Financial capacity: Evidence of financing capacity, such as letters of interest from lending institutions or equity partners, subject to confidentiality.
- Project vision: Clear statement of the developer's vision and approach to development, including interest in developing the entire site or specific elements.

MASTER DEVELOPER VS SITE DEVELOPERS

CBJ should determine key aspects before RFQ issuance, keeping others flexible during solicitation and negotiation.

Key Choices:

- Budget allocation and funding sources for the project.
- Distinguishing between "wants" and "needs" in the site vision, like affordable housing and public spaces.

Flexible/Negotiable Topics:

- Master Developer vs. Site Developers: Options may affect applicant pool.
- Financing and infrastructure implementation: CBJ may use infrastructure as an incentive, involving master developer in planning and construction.

- Final Site Design & Control: To allow for a diverse range of responses and leverage the creativity of developers, CBJ should maintain flexibility in the final site design and control. Ownership of the site should remain with CBJ until a DDA is signed, with the possibility of a non-binding LOI or MOU before. This ensures quick action if deals fall through, enabling CBJ to move to alternate candidates.

CBJ envisions dividing Telephone Hill into four sites, with development possible by one or multiple developers, either concurrently or in phases. The advantages and disadvantages of a single master developer versus multiple site developers present flexibility considerations for CBJ during the solicitation process.

Advantages of Master Developer:

- One team covering all project disciplines, from architecture to construction.
- CBJ can manage complex urban redevelopment without internal staff expansion.

- Master developer handles time-consuming tasks like permitting and subcontractor oversight.
- Better coordination between upfront infrastructure and later vertical elements is achievable.

Advantages of Multiple Developers:

- Enables specialized expertise, like affordable housing developers for specific project components.
- Increases competition, offering more architectural and design diversity.
- Easier to engage developers for smaller portions or phased approaches, potentially reducing costs.
- In-house responsibility retention may theoretically save money, though it could introduce inefficiencies.



Fig. 53: Photo of Historic Downtown Juneau

PROJECT TIMELINE

6 Month Horizon

Withing the next 6 months following the completion of this project, the City should focus on developer outreach to introduce the project to developers and then begin to refine the strategy moving forward. This document should be referenced when those conversations take place.

The City should also begin site preparation and finalize CBJ's financial commitment.

8 Month Horizon

Following developer outreach the CBJ should issue the RFQ, select developer(s) and award

the project. This should include a non-binding Letter of Intent (LOI) or Memorandum of Understanding (MOU) outlining the scope, CBJ and developer commitments, and a plan for redevelopment.

12-18 Month Horizon

During this period CBJ should negotiate with the selected developer(s), finalize the design and practice due diligence. Moving forward, CBJ should execute a legally binding Development and Disposition Agreement (DDA) which conveys the land to the developer, and includes provisions for the termination of the project at various phases if problems arise.

18-24 Month Horizon

During this phase of the project, the developer would typically secure final financing and begin to construct the project.

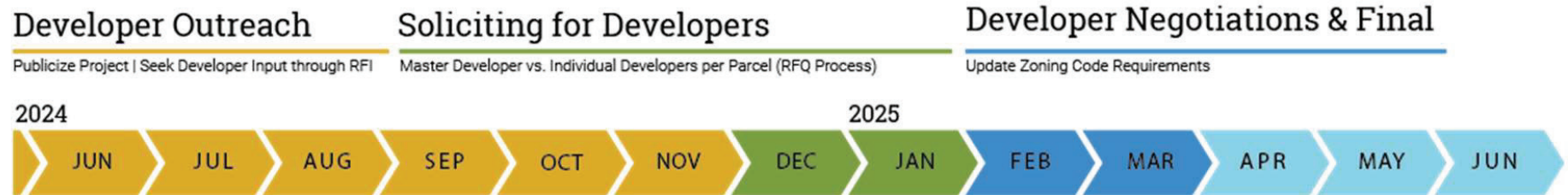


Fig. 54: Project Timeline Diagram

APPENDIX

Cultural Resource Desktop Assessment (NLURA):

https://juneau.org/wp-content/uploads/2024/02/THill_Cultural-Resource-Desktop-Review.pdf

Historic Building Survey (MRV)

https://juneau.org/wp-content/uploads/2024/02/THill_MRV-Report_Updated-Site-and-Structures-Survey.pdf

Existing Structures Condition Report (RESPEC)

<https://juneau.org/wp-content/uploads/2023/12/Telephone-Hill-Existing-Structures-Condition-Report.pdf>

Phase I ESA (Cox Environmental)

https://juneau.org/wp-content/uploads/2024/06/THill_Phase-I-Environmental-Site-Assessment.pdf

Market and Feasibility Analysis (Leland)

https://juneau.org/wp-content/uploads/2024/06/THill_Market-Analysis.pdf

1984 Site and Structures Survey

https://juneau.org/index.php?gf-download=2019%2F02%2FTelephone_Hill_Historic_Site_and_Structures_Survey_1984.pdf&form-id=22&field-id=11&hash=e52e4a25757ecdb235185d53bb30a873ce31a184bb7932b5d982c986d0b3616a





City & Borough Manager’s Office
155 Heritage Way Juneau, Alaska 99801
Telephone: 907-586-5240 Facsimile: 907-586-5385

DATE: August 5, 2024
TO: Michelle Hale, Chair
Committee of the Whole
FROM: Katie Koester, City Manager
SUBJECT: Floyd Dryden and Marie Drake Proposed Uses

Background

The Juneau School District has vacated Marie Drake and mostly vacated Floyd Dryden¹ as part of their school consolidation plan. CBJ will operate and maintain the buildings from this point forward. CBJ solicited proposals for uses of the buildings from community organizations (Tribal, nonprofit, and for-profit). Proposals were due on May 20, 2024. They were included in the supplemental section of the packet² of the June 3, 2024, Public Works and Facilities Committee meeting.

PWFC members ranked the proposals individually and the aggregate of the PWFC member rankings was listed in the Public Works and Facilities Committee (PWFC) June 3, 2024 packet. At the July 15, 2024 PWFC meeting, the body decided upon their ranking and eliminated options, which is reflected in the strike out in the tables below.

Diagrams of Proposed Allocations

The Engineering & Public Works Department then did a high-level block diagram allocating space in Floyd Dryden and Marie Drake. Space was allocated preferentially to the highest ranking proposals. For Floyd Dryden, the Central Council Tlingit & Haida Indian Tribes of Alaska (T&H) was tied with Community Use of the Gym as the highest ranking proposal. T&H proposed to use half to two thirds of the building to implement early education programs. I have attached two block diagrams for Floyd Dryden – one that allocates T&H their max request of two thirds of the building and one that allocates their minimum request of one half of the building. Please note that the maximum allocation for T&H does not leave space for the Family Promise of Juneau, JPD, or JAR requests. The Friends of the Library and CCFR request was accommodated at Marie Drake. Per conversation with UAS (rank #3), they intend to share a space with Auke Lake Preschool (rank #4) so the total space for both proposals is shaded in one color to represent shared use of the space.

¹ JSD has moved surplus furniture items from Marie Drake and Floyd Dryden into the Floyd Dryden gym for surplus events - July 11 & 12 for the government and July 13 – 14 for the public. Remaining items will then be recycled or disposed.

² PWFC June 3, 2024 Meeting Packet

<https://meetings.municode.com/adaHtmlDocument/index?cc=JUNEAUAK&me=93d95bc3ae154b37a0b6125f4335cd8c&ip=True>

Most of the proposals that PWFC approved for Marie Drake were accommodated at this location with the exception of the lowest ranking JCOA proposal. Also note that a significant portion of the second floor will be used in the near term as a temporary (~12 month) location for CBJ employees who are vacating the building on Municipal Way.

Funding

No funds were included in the FY25 budget for staff time, consultant time, or eventual tenant improvements for CBJ to lease Floyd Dryden and Marie Drake to community groups. CBJ is currently using the New City Hall CIP (D12-102) for this work. We have set up a separate phase to capture the costs associated with determining the uses as Floyd Dryden and Marie Drake for easy reallocation as necessary, which at this point has only included staff time. There will be capital costs associated with occupying the buildings; building maintenance has found a number of items that need immediate repair.

It should also be noted that CBJ asked proposers if they would be willing to pay fair market value for rent – without providing an indication of what that rent might be. The market rate for downtown commercial office space ranges from \$2.20 - \$2.90 per square foot monthly cost. CBJ maintenance costs for each building is likely in the \$1 per square foot monthly range – excluding janitorial, snow removal, and utilities. It also doesn't take into account putting 2 – 4% of funds aside for current replacement value. The FY2025 budget included \$1.1M for operations and maintenance of these facilities (which is what JSD had allocated). Even at the high of market rate, it is unlikely we will recover our full costs.

We will be coming to you in the future with an analysis of the CIP needs.

Action Requested

1. Direct staff on whether to proceed with T&H using one half or two thirds of Floyd Dryden.
2. Authorize staff to negotiate with proposers on space needs per the ranking.
3. Provide direction to staff on what additional information the body desires to progress in decision making.

Floyd Dryden

Organization Name	Proposal Name	Proposed Use	Ranking (Most to Least Preferred)	Agree with Proposed Use for Building		
				Yes	Yes	Yes
CBJ	Community Use of Gym	Senior, adult, and youth sports and activities	1 / 2 (tied)	Yes	Yes	Yes
T&H	T&H Early Education	Early education programs & childcare	1 / 2 (tied)	Yes	Yes	Yes
UAS	Early Childhood Education Hub	Education programs & childcare & workforce development	3	Yes	Yes	Yes
Auke Lake Preschool	Glacier Academy Preschool	Education programs & childcare	4	Yes	Yes	Yes
Family Promise of Juneau	Family Promise Family Services Static Site	Emergency Shelter	5	No	Yes	Yes
Friends of the Library	The Amazing Bookstore	Used bookstore	6	Yes	Yes	Yes
CCFR	CARES Program	Sobering Center, Mobile Integrated Health, and Mobile Crisis Team Response	7	No	Yes	Yes
Calvary Fellowship Juneau	Calvary Juneau Church Proposal	Education programs & childcare & Church	8	Yes	No	No
Juneau Police Department	Satellite Office	Satellite Office and interview room (Drug Investigation Unit)	9	Yes	No	Yes
JAR	Animal Shelter	Animal Shelter	10	No	Yes	Yes
Juneau Makerspace	Makerspace	Workshop & arts space	11	No	No	Yes
Tongass Critter Care	Animal Servicing Facility	Animal boarding and care	12	No	No	Yes
Capital Kennel Club of Juneau	Classes, Training, & Practice	Dog training/care	13	No	No	Yes
Individual	Theresa Reynolds	Cooking Classes	14	No	No	Yes
Individual	Heather Marlow	Commercial kitchen	15	No	No	Yes
Coogan Alaska LLC	Coogan Alaska for Housing	Demolish school and use the land to build multi-family housing.	16	No	No	No

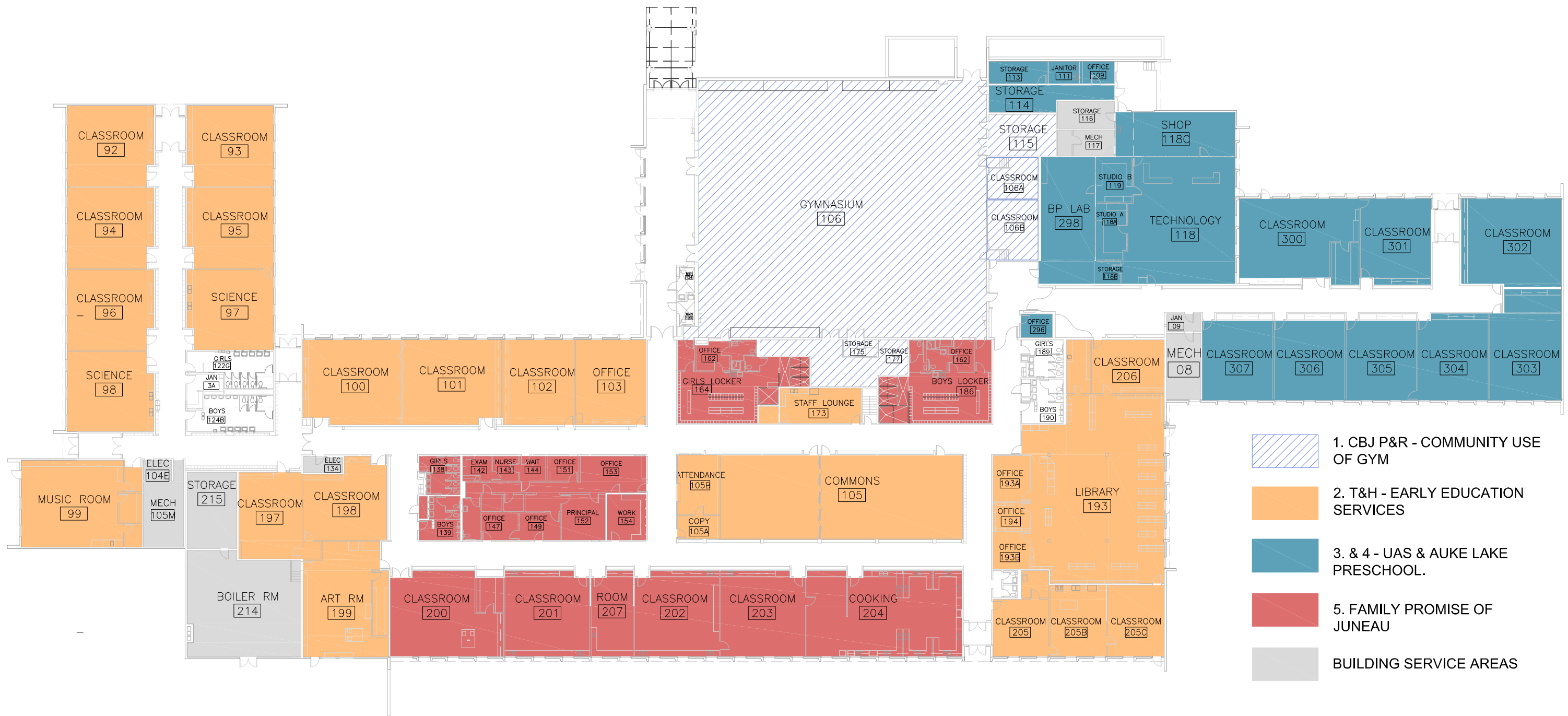
Marie Drake

Organization Name	Proposal Name	Proposed Use	Ranking (Most to Least Preferred)	Agree with Proposed Use for Building		
				Yes	Yes	Yes
CBJ P&R	Facility Maintenance & Recreation	1) Relocate Maintenance Division 2) Gym use for community	1	Yes	Yes	Yes
Friends of Marie Drake Planetarium	Marie Drake Planetarium	Planetarium	2	Yes	Yes	Yes
AEYC-SEA	AEYC Family Center - Light	Early education, childcare, multi-generation interactions	3	Yes	Yes	Yes
Friends of the Library	The Amazing Bookstore	Used bookstore	4	Yes	Yes	Yes
CCFR	CARES Program	Sobering Center, Mobile Integrated Health, and Mobile Crisis Team Response	5	No	Yes	Yes
JAHC [±]	JAHC—Construction Relocation (Only if Capital Civic Center moves forward)	Arts Programming & Meeting Hosting	6	Yes	Yes	Yes
Juneau Makerspace	Makerspace	Workshop & arts space	7	No	No	Yes
Capital Kennel Club of Juneau	Classes, Training, & Practice	Dog training/care	8	Yes	No	Yes
JCOA	Office of Aging and Senior Rec Center	Childcare & Family Support	9	Yes	No	Yes

¹ Removed per request from Phil Huebschen, who submitted the original proposal. E-mail received on July 9, 2024.



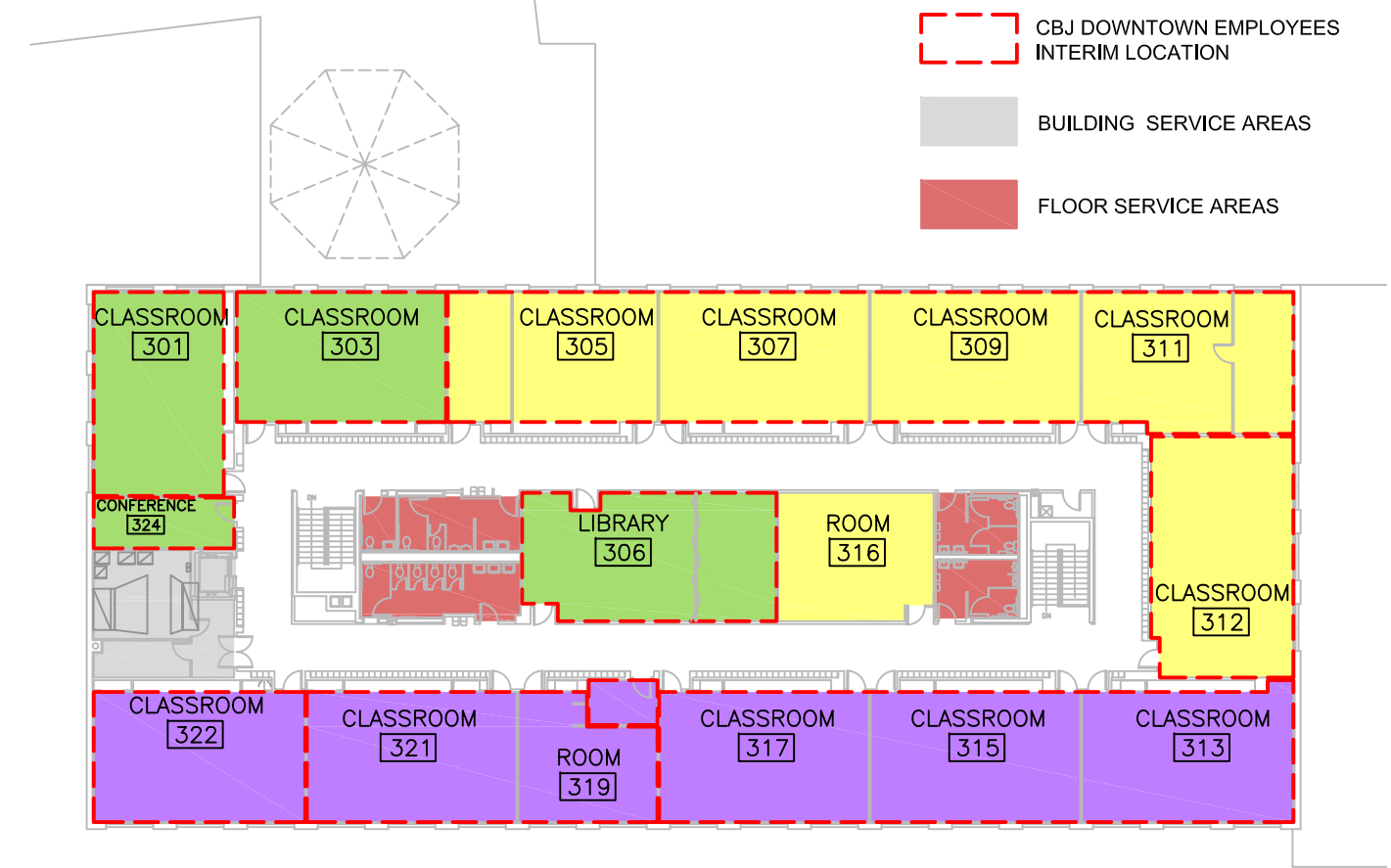
SCHOOL:	FLOYD DRYDEN MS - PROPOSED USES BLOCK DIAGRAM	 	PAGE: 1 OF 2
OPTION 1	T&H USING 2/3 OF BUILDING		



SCHOOL:	FLOYD DRYDEN MS - PROPOSED USES BLOCK DIAGRAM	 	PAGE: 2 OF: 2
OPTION 2	T&H USING 1/2 OF THE BUILDING		

SECOND FLOOR - PROPOSED USES FOR MARIE DRAKE

- 3. AEYC-SEA FAMILY CENTER (OFFICES)
- 4. FRIENDS OF THE LIBRARY THE AMAZING BOOKSTORE
- 5. CCFR - CARES PROGRAM
- CBJ DOWNTOWN EMPLOYEES INTERIM LOCATION
- BUILDING SERVICE AREAS
- FLOOR SERVICE AREAS



FIRST FLOOR - PROPOSED USES FOR MARIE DRAKE

- 1. CBJ P&R - FACILITY MAINTENANCE
- 2. FRIENDS OF MARIE DRAKE PLANETARIUM
- 3. AEYC-SEA FAMILY CENTER (CHILDCARE)
- 8. CAPITAL KENNEL CLUB OF JUNEAU
- BUILDING SERVICE AREAS
- FLOOR SERVICE AREAS



SCHOOL:	MARIE DRAKE - PROPOSED USES BLOCK DIAGRAM			
FLOOR:	FIRST & SECOND FLOOR			PAGE: 1 OF: 1 83



City and Borough of Juneau
 City & Borough Manager's Office
 155 Heritage Way
 Juneau, Alaska 99801
 Telephone: 907-586-5240 | Facsimile: 907-586-5385

TO: Deputy Mayor Hale and Committee of the Whole
 FROM: Katie Koester, City Manager
 DATE: August 5, 2024
 RE: Downtown City Employee Office Space

Downtown CBJ employees have been playing musical chairs with workspace since partially vacating Muni Way due to it being sold in early 2023. Since then, the building has been under construction and further vacated. To summarize, in the short term (1-year), IT and the non-public facing Finance employees are moving to Marie Drake. Human Resources and the rest of Finance are consolidating in City Hall. However, the purpose of this memo is to address long-term downtown CBJ office space.

After a second failed attempt to secure bond approval for a purpose built City Hall, the Assembly directed staff to negotiate to lease the Burns building, a large downtown office building with sufficient space for most downtown employees.¹ This authority was granted with the understanding that a public process regarding Marie Drake and Floyd Dryden needs to be complete before the Assembly is willing to take repurposing a school completely off the table. That process is ongoing and an earlier agenda topic tonight. A request for information reflected significant interest in Floyd Dryden, less in Marie Drake. Aside from being a 50-year-old building in need of major maintenance, Marie Drake has limited parking (45 spots) and it has proven impossible to provide parking for 165 employees without incurring significant cost.

Since the [April 15 COW](#), Land Manager Bleidorn and I have engaged with the real estate holding company for the Permanent Fund Corporation (PFC). They have offered \$2.85 a square foot, excluding significant tenant improvements, to lease 2 floors of the building. This is within range for office space. As a frame of reference, we are paying \$2.27 per square foot at Marine View and \$2.84 at Sealaska. However, this does not include tenant improvements, which we estimate range from \$3.5-5.25M depending on final layout and design.

During the course of negotiations, the idea of forming a condo association and CBJ purchasing the bottom two floors with the PFC maintaining ownership of the top floor, was introduced. The rough order of magnitude for 2 floors of the Burns building is \$12M. I think this is high; the assessed value for the entire property is \$8.9M – which means our assessor is undervaluing the property by 50% of the asking price. In 2021 the property was valued at \$10.67M and the owner appealed resulting in a modest devaluation based on location. The assessed value has only decreased since then. CBJ 53.04.020 requires the Manager to acquire property at a price that does not exceed fair market value. Fair market

value will be very difficult to determine in this instance with the lack of comparable properties.

We have \$14.5M in available funds between New City Hall and City Hall CIPs. One-million dollars was transferred out of the fund during the FY25 budget process to fund the elevator at Diamond Park Field House. Funds have also been encumbered for cubicles and modular furniture at Marie Drake which will be transferred to the Burns building. With the recommended tenant improvements and estimated legal fees for establishing a condo association, this puts the total project cost at \$17.5M.

Lease Versus Own

The table belowⁱⁱ shows the total cost of leasing versus owning over 10 years. In summary, after paying rent for 10 years, we would be within \$1M of owning the building. Assumptions include significant maintenance and operations of \$650,000 a year. However, we would be the majority owner and much of those funds would be put back into upkeep of the building. This means at the end of 10 years we would have a well taken care of building which greatly extends the service life of our investment.

Recommendation: Direct the Manager to proceed with negotiations to purchase the Burns building and to hire a mutually agreed upon appraiser to value the building as a business condo.

ⁱ Combined with the JSD admin building that has 17 workstations one block away, we would have enough space to host all ~165 downtown CBJ employees.

ⁱⁱ

Rent Costs				Owning Costs			
Total square footage:		48,145		One Time Purchase Price		\$12,000,000	
		Remodel Costs		Cost to create Business Condo Association:		\$250,000	
		\$ 5,250,000		Remodel Costs:		\$ 5,250,000	
Annual Lease Rate includes 3% annual escalation:				Annual Maintenance, operating and capital costs includes 3% annual escalation:			
year				year			
	1	\$ 2.85	\$ 1,646,559		1	\$ 650,000	
	2	\$ 2.94	\$ 1,695,956		2	\$ 669,500	
	3	\$ 3.02	\$ 1,746,834		3	\$ 689,585	
	4	\$ 3.11	\$ 1,799,239		4	\$ 710,273	
	5	\$ 3.21	\$ 1,853,217		5	\$ 731,581	
	6	\$ 3.30	\$ 1,908,813		6	\$ 753,528	
	7	\$ 3.40	\$ 1,966,078		7	\$ 776,134	
	8	\$ 3.51	\$ 2,025,060		8	\$ 799,418	
	9	\$ 3.61	\$ 2,085,812		9	\$ 823,401	
	10	\$ 3.72	\$ 2,148,386		10	\$ 848,103	
Total after 10 years:			\$ 24,125,954	Total after 10 years:			\$ 24,951,522
Based on CBJ's % interest of ownership, 66% of the total operating expenses would bring the annual cost to CBJ to roughly \$650,000.							



City and Borough of Juneau
City & Borough Manager's Office
155 Heritage Way
Juneau, Alaska 99801
Telephone: 907-586-5240 | Facsimile: 907-586-5385

TO: Deputy Mayor Hale and Committee of the Whole
FROM: Katie Koester, City Manager
DATE: August 5, 2024
RE: Capital Civic Center Update and Next Steps

The Partnership, advocates for the Capital Civic Center project, are before you today to provide project updates and next steps. The presentation included in your packet provides an updated vision of the Capital Civic Center – if you recall in 2022, when the Assembly last saw the project, it included improvements to Centennial Hall and a new performing arts center in one location. Due to the steep price tag (upwards of \$75M) the Partnership decided to phase the project and concentrate on the performing arts center with a commons connecting the two buildings.

The Partnership has an ambitious goal of breaking ground on the project in November of 2026. The idea of a commons is new, and the project needs direction from the Assembly on a number of questions in order to proceed.

Parking. The proposed design takes away 49 parking spaces. There is a lot of surface parking in the area, but much of it is already being used by the State with shared use agreements for the Centennial Hall and the JACC. Chief Architect Rynne has outlined parking implications in the attached memo. A detailed parking analysis is needed to figure out if, or how, to meet CBJ code parking requirements with the addition of the commons.

Is there a need for the commons? The current proposal for a 15,000 square foot commons introduces an opportunity for expanding Public Market, Folk Fest, and Celebration, among other large events. However, it is also a lot of space that will be expensive to heat, maintain, etc. What is the need/desire for an additional large open space? McKinley Research Group was contracted by Capital Civic Center advocates in 2022 to draft an [Assessment of Capital Civic Center Demand and Community Benefits](#). While some elements, such as meeting rooms, are not included in the current iteration of the project, many of the elements remain the same. The commons would serve a similar purpose as the Community Hall, as a secondary large gathering space after the ballroom. McKinley Research Group's analysis determined the Community Hall would be booked 51-58% of the time (p.35).

Should we expand the project to include elements of Centennial Hall renovation? If the Assembly is interested in further development of the adjoining commons space, there could be some cost efficiencies associated with proceeding concurrently with the Capital Civic Center (vs. phasing). Future priorities for Centennial Hall include upgrading the HVAC system for the rest of the building (Ballroom HVAC was done in 2023), expanding lobby space, and adding meeting rooms. The commons area could potentially encompass a lobby expansion. The Partnership's Capital Civic Center plan does not preclude CBJ's ability to add a second floor above the current meeting rooms at Centennial Hall in the future. A portion of the bed tax is appropriated annually to Centennial Hall and we currently have \$1.5M we could put towards that effort.

Public private partnership. This project is unique in that a private non-profit is bringing significant funds to what will ultimately be a city owned facility. The Partnership has secured commitments for \$26.2M of a \$44.8M project, with \$16.8M coming from CBJ. This has prompted conversations about some type of joint venture/public private partnership where the Partnership has shared management authority over the project. Any arrangement would have to care for the interests of both parties. CBJ is interested in a facility that is built for a long service life and controls operational and maintenance costs. The Partnership wants to make sure the performing arts components are

of the highest quality and that they meet the commitments of their donors. It will require substantial legal time to figure out a model that works for this unique situation.

Recommendation:

Provide direction on spending appropriated funds on the items below. \$1.8M remains from the [original appropriation for Capital Civic Center design in 2022](#).

1. A detailed parking analysis.
2. Design of a commons joining the two facilities.
3. Legal research on public private partnerships including model contracts.
4. Preliminary design and cost estimating for improvements to Centennial Hall that are more efficient to build concurrent with the construction of the commons – HVAC upgrades and expanding the lobby.

ENC: [Capital Civic Center Parking Impacts Memo, EPW Director Koch](#)



DATE: August 5, 2024
TO: Michelle Hale and Committee of the Whole (COW)
THROUGH: Katie Koester, City Manager
FROM: Denise Koch, Engineering and Public Works Director
SUBJECT: Capital Civic Center – Parking Impacts

Feedback on the current version of the Capital Civic Center in spring of 2024 indicated a concern about the decreased parking area, exacerbating the already limited daytime parking availability. Furthermore, the access to the Commons between the Capital Civic Center and Centennial Hall appears to be very tight, potentially inhibiting the option use the Commons for vehicular access, whether for parking or loading/unloading equipment for events.

Given that the use of the Commons is yet to be determined and the sufficiency of existing parking is a concern, parking impacts of the proposed Capital Civic Center were analyzed with two assumptions at opposite ends of the use spectrum: 1) the Commons as open space, and 2) Commons as a fully enclosed, heated and cooled Assembly “theatre space”. Please see the [Parking Assessment for the New JACC](#) prepared by CBJ, July 2024.

Parking needs for the Capital Civic Center with the Commons as open space came to 62 spaces for the entire facility (0 spaces for the Commons). Considering the Commons as enclosed Assembly theatre space generated 126 parking spaces required for the facility including the 64 spaces of that for the Commons.

There are 522 parking spaces on the entire block, 331 of which are owned by CBJ. Taking into account spaces that are committed to other users through lease agreements and the 49 spaces that would be lost with construction of the Commons, 102 of the 331 CBJ-owned spaces would remain for use by the Capital Civic Center. (See chart on p.4 of Parking Analysis).

The impact of the two options is summarized in the chart below:

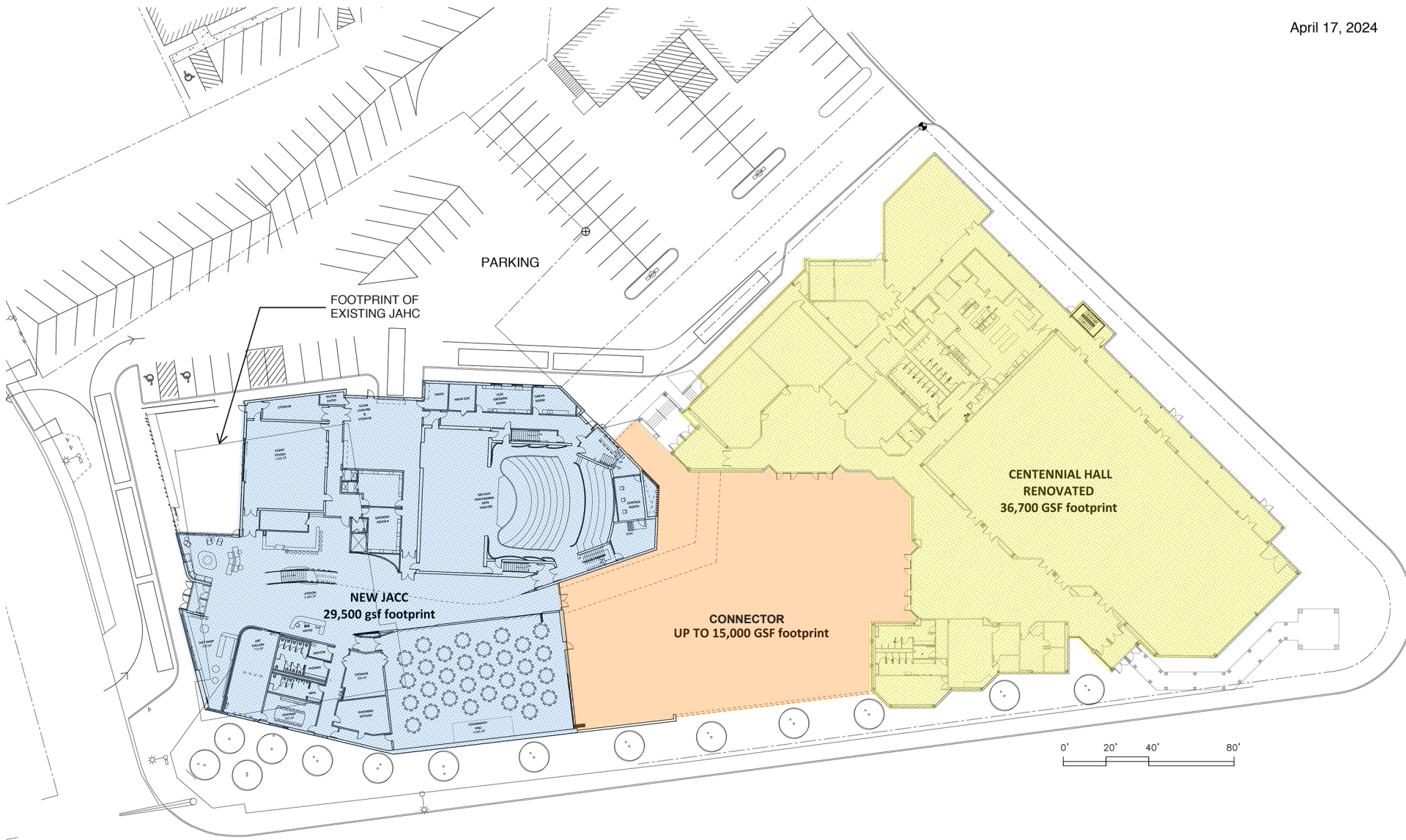
	New JACC – “open” Commons	New JACC – “Theater” Assembly
Net Spaces Available	102	102
Parking Spaces Needed	-62	-126
Net Impact	40	-24

Consequently, the “low build” option would leave 40 spaces available for other users. The more intense use of the Commons would require parking lease agreements and/or use of street parking for the additional 24 spaces needed.

It should be noted that this parking analysis does not consider the required parking for Centennial Hall or the other facilities on the site, but instead is based on current site parking usage. The numbers in the Parking Assessment report are the best estimates that staff could develop based on the information available. A comprehensive parking strategy for this area could provide a benefit to all users of this site and eliminate the ambiguity associated with parking delineation.

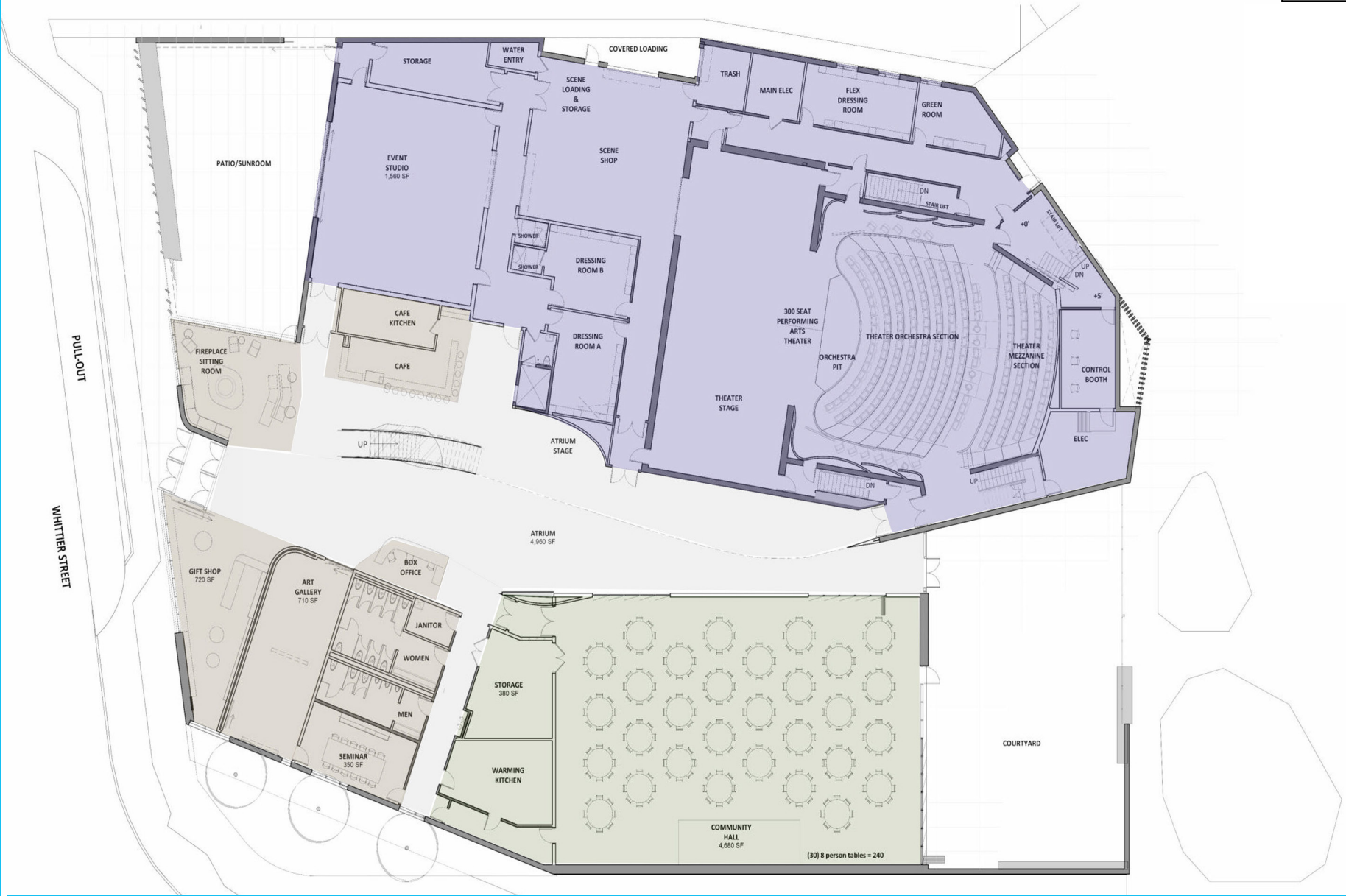
If the Assembly should decide to invest in design of the connecting Common space, staff strongly recommends that a comprehensive parking analysis of the site, as recommended in the attached assessment, be included in this effort. This will better inform decisions about the potential uses and occupancy of the space. Cost of operations and maintenance of this space should also be taken into consideration, as the Capital Civic Center will be operated and maintained by CBJ.

April 17, 2024



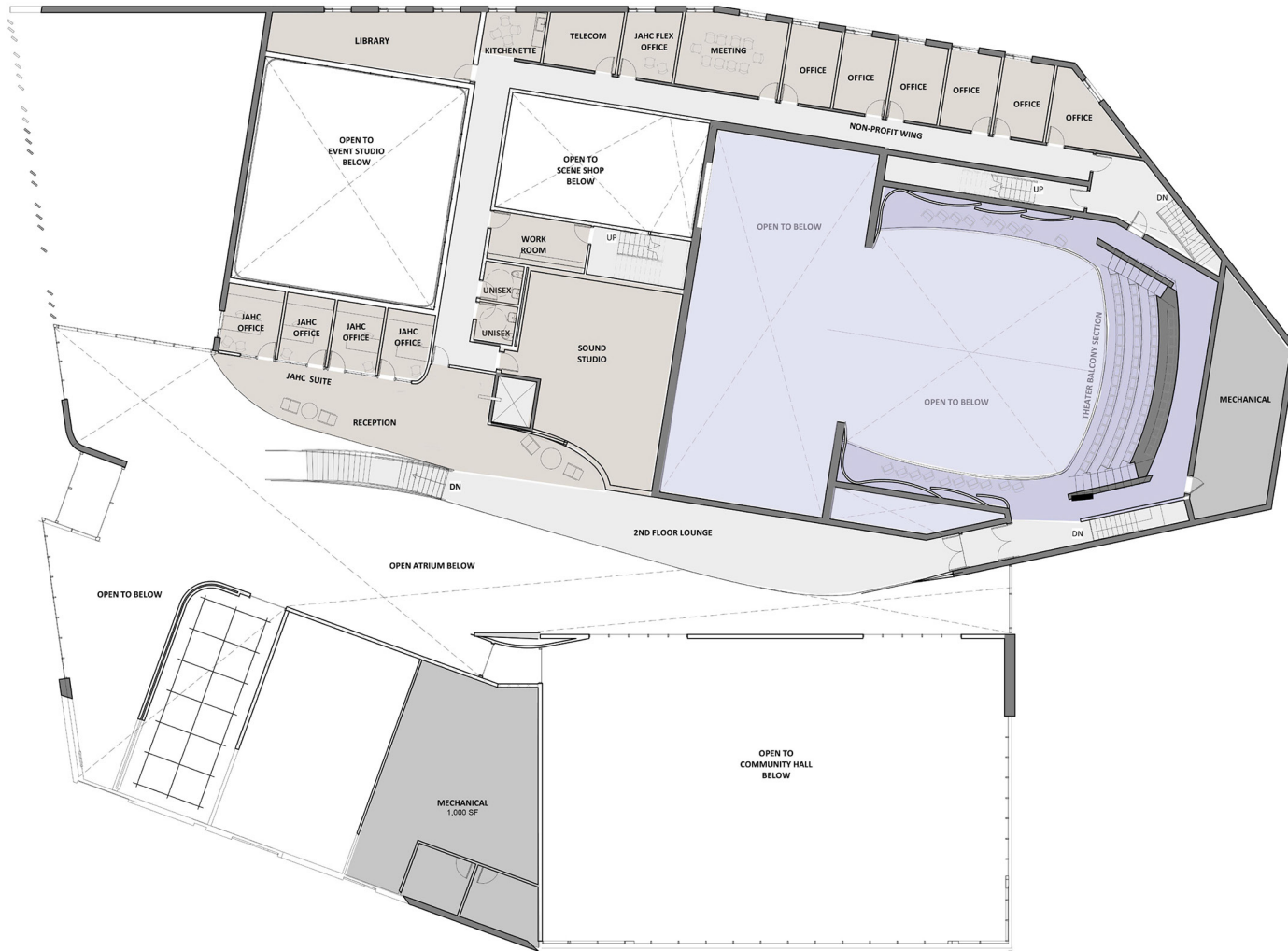
Capital Civic Center Combined Facility

Northwind Architects, LLC
Juneau, AK
July 2024



Capital Civic Center First Floor

Northwind Architects, LLC
Juneau, AK
July 2021



Capital Civic Center

Second Floor

Northwind Architects, LLC
Juneau, AK
July 2024

AMOUNT SECURED \$26.2M

\$1.8M - City and Borough of Juneau

\$10M - Commitment from CLIA-AK from CBJ Passenger Fees

\$8.5M - Partnership Resources through community donations

\$5M - CBJ match, contingent on federal funding

\$650K - Murdock Foundation

\$250K - Block Foundation

REQUESTS IN PROCESS: \$21M

\$15M - Federal Requests

\$6M - Foundations and Maritime Industry

ESTIMATED PROJECT SUPPORT: \$47.2M

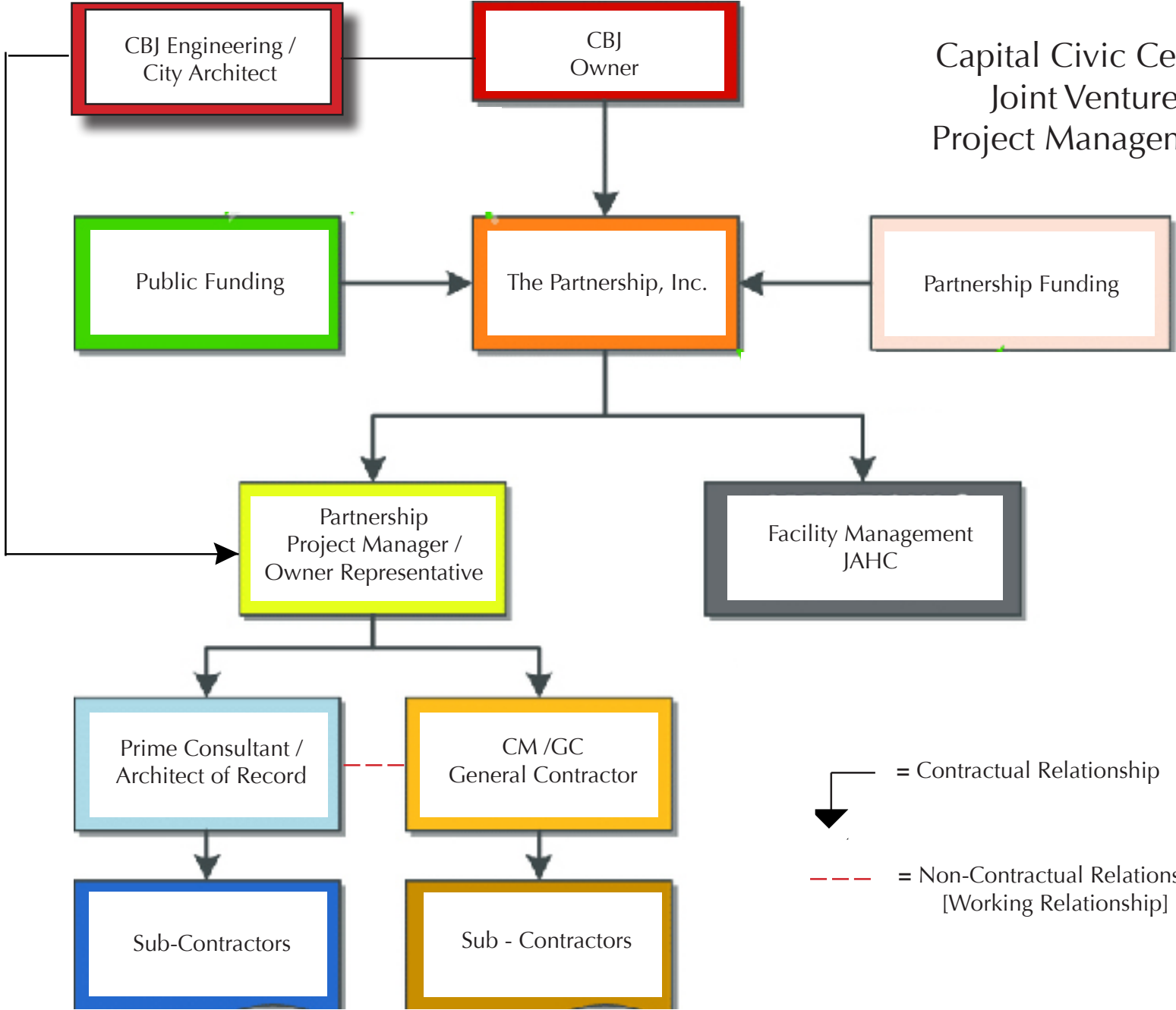
ESTIMATED COSTS FOR PROJECT: \$44.8M

\$35.4M Arts and Culture Section

\$9.4M Commons Section:

**Capital Civic Center
Project Funding**

Capital Civic Center Joint Venture Project Management



— = Contractual Relationship
- - - = Non-Contractual Relationship [Working Relationship]

Capital Civic Center - Juneau, AK												2025				2026					
August	September	October	November	December	January	February	March	April	May	June	July	August	September	October	November	December	January	February	March	April	
Estimated Expenditures																					
		\$0.5M A&E Fees						\$0.5M A&E Fees						\$2.5M A&E Fees	55% - \$23M [Includes \$2M Site Prep]						
Construction Document Completion														Contractor Contingency \$2M							
Design Ratification												Permitting									
CMGC Coordination																					
																Construction					
								2027												2028	
May	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September	October	November	December	January	
Estimated Expenditures																					
					75% \$7.4M			Furniture Fixtures Equipment \$4M									90% \$4.4M	Parking \$500K	100% \$2.2M		
Contractor Contingency \$2M																					
CMGC Coordination																					
Construction																		Completion \$45M Total Project			

Capital Civic Center Project Timeline



(907) 586-0715
 CDD_Admin@juneau.org
 www.juneau.org/CDD
 155 S. Seward Street • Juneau, AK 99801

DATE: July 31, 2024

TO: Michelle Hale, Chair, Committee of the Whole

BY: Scott Ciambor, Planning Manager
 Community Development Department

THROUGH: Jill Lawhorne, AICP, Director
 Community Development Department

FILE NO.: AME2018 0007

PROPOSAL: A Text Amendment to adopt the *Blueprint Downtown Area Plan* as part of the CBJ Comprehensive Plan

This staff report provides details on the draft *Blueprint Downtown Area Plan* planning process and includes attachments that provide a copy of the plan and appendices, responses to questions from the Planning Commission (Commission), proposed revisions, and department and public comment. Physical copies of the Plan have been provided for the Assembly.

This information was provided to the June 3, 2024 Lands, Housing, and Economic Development Committee and was moved to the Committee of the Whole for further discussion.

These materials and more can be found on the CDD website at: <https://juneau.org/community-development/blueprint-downtown>.

STAFF RECOMMENDATION

Staff recommends that the Assembly Committee of the Whole (COW) discuss the Blueprint Downtown Area Plan as a potential addendum to the CBJ Comprehensive Plan --- taking into consideration the Planning Commission Notice of Recommendation (NOR) to encourage a stronger focus on housing with preference language for projects involving housing downtown.

CBJ ASSEMBLY ROLE

Section 49.05.200 (b) notes, "The comprehensive plan adopted by the assembly by ordinance contains the policies that guide and direct public and private land use activities in the City and Borough." (emphasis added)

The *Blueprint Downtown Area Plan* (Plan) is an area plan for downtown Juneau to establish the community’s 20-year vision, goals, priorities, and action strategies to guide downtown development. The Assembly is being asked to consider the Plan as an addition to the Comprehensive Plan. Additions to the Comprehensive Plan are adopted by ordinance and are listed in Section 49.05.200 (b). Previous additions (A-K) include the Lemon Creek Area Plan, the Juneau Economic Development Plan, and Chapter 5 of the Willoughby District Land Use Plan.

PLANNING COMMISSION ROLE

Three sections of Title 49 cover the purpose of the *Comprehensive Plan* and the duties of the Planning Commission in the *Comprehensive Plan* review process.

- Section 49.05.200 (b) notes, "The comprehensive plan adopted by the assembly by ordinance contains the policies that guide and direct public and private land use activities in the City and Borough."
- Section 49.10.170 (a) notes, "The commission shall undertake a general review of the comprehensive plan two years after the adoption of the most recent update and shall recommend appropriate amendments to the assembly. Proposed map changes shall be reviewed on a neighborhood or community basis as directed by the planning commission."
- CBJ 49.10.170(d) states that the Commission shall make recommendations to the Assembly on all proposed amendments to this title, zonings and re-zonings, indicating compliance with the provisions of this title and the Comprehensive Plan.

PURPOSE OF THE BLUEPRINT DOWNTOWN PLAN

A major goal of the Plan is to provide strategic direction for development and growth, while embracing livability and a sense of place, as well as maintaining quality of life for residents. The Plan provides a framework to guide the City and Borough of Juneau (CBJ) Assembly, city departments, the Planning Commission, and other CBJ boards and commissions that will refer to this document to:

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July 31, 2024
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- Make informed decisions concerning future growth and development while maintaining a positive quality of life for residents;
- Plan for projects more efficiently;
- Assign appropriate resources to community needs;
- Identify needs for new or revised zoning and/or development regulations; and
- Identify infrastructure priorities.

The Plan also provides a framework to guide individuals, private companies, and other stakeholders when making investment and development decisions, and when questions affecting community development arise.

STEERING COMMITTEE, COMMUNITY ENGAGEMENT, AND PUBLIC INPUT

Most of this information is available [on the Blueprint Downtown Area Plan website](#).

- In 2017 the Assembly approved the budget for a downtown Juneau area plan.
- In October 2018 the Commission reviewed applications and appointed 13 members to the steering committee. ([agendas/minutes](#))
- 2018-2020: CDD staff put out an RFP for public outreach, consultation. (MRV Architects, Sheinberg Associates, Lucid Reverie Creative Design) This team, CDD, and the Steering Committee [completed a 1-year visioning report](#) that summarizes process, participation, and public feedback on components to add to the Plan.
- 2020-2022: COVID delays, Steering Committee meetings.
- 2022-2023: Draft Plan made available for public comment by CDD. Public comments received were collected and made part of the [draft Plan in Appendix A](#).
- 2023-2024: Steering Committee considers public input, finalizes the draft Plan. CDD works with technical writer to finalize graphics and layout.

PLANNING COMMISSION ACTION AND NOTICE OF RECOMMENDATION

With the draft *Blueprint Downtown Juneau Area Plan* available, the Commission held the following public meetings on the topic:

- 3.12.2024: [Introduction to draft Blueprint Downtown Juneau Area Plan and](#) Commission role in the process; and
- 4.23.2024: Special Commission Meeting held for a public [draft Plan](#). Important items to highlight from meeting:
 - Answers to Commissioners questions (Attachment C in this packet)
 - [Agency Comments received for the meeting in supplemental](#) materials.

Staff encourages the Assembly to read the Answers to Commissioners and Agency Comments as background material on the public conversation to date.

Planning Commission Notice of Recommendation

At the 4.23.2024 Special Meeting, the Commission provided the following recommendation to the Assembly:

The Planning Commission, at its Special Public meeting, adopted the analysis and findings listed in the attached memorandum dated April 16, 2024, and recommended that the City and Borough Assembly adopt staff’s recommendation for a text amendment to adopt the Blueprint Downtown Area Plan as an addendum to the CBJ Comprehensive Plan with revisions noted in the staff report. The Commission added a recommendation to encourage a stronger focus on housing with preference language for projects involving housing downtown.

Proposed revisions mentioned in the Notice of Recommendation (NOR) can be found in Attachment D: Proposed Revisions.

COMPLIANCE WITH THE COMPREHENSIVE PLAN (COMP PLAN)

The *Comprehensive Plan* identifies the importance of downtown Juneau as the traditional economic, civic, historical, and cultural center of the community. The Comp Plan addresses this in multiple areas:

Chapter 5 Economic Development

- Policy 5.2 Through a cooperative effort with the State of Alaska, to plan for and support development of an attractive setting, facilities, and other services to enhance the state capital and to strive to provide an atmosphere conducive to good leadership in the state, accessible to and supportive of all people of the state of Alaska.
- Policy 5.5 To maintain and strengthen downtown Juneau as a safe, dynamic and pleasant center for government and legislative activities, public gatherings, cultural and entertainment events, and residential and commercial activities in a manner that complements its rich historic character and building forms.

Chapter 10 Land Use

- Policy 10.13. To provide for and encourage mixed use development that integrates residential, retail, and office use in *Downtown areas*, shopping centers, along transit corridors, and other suitable areas.
- Policy 10.15 To reserve sufficient lands and facilities to support the State Capital functions in Downtown Juneau, including the provision of adequate transportation, housing, commerce communications services, cultural and entertainment activities and other support services.

Guidelines and Considerations for Subarea 6 (Maps K, M, N)

- Preserve the scale and densities of the older single family neighborhoods in the downtown area, including the Casey-Shattuck “flats” and Starr Hill historic districts,

Chicken Ridge, Basin Road, Mt Maria, the Highlands, and the higher density apartments and homes in the vicinity of the Federal Building.

- Encourage the retention of existing dwelling units in or near the older residential neighborhoods to avoid exacerbating traffic and parking congestion and to preserve the privacy and quiet of those neighborhoods.
- Strengthen and enhance the Capitol Complex in the downtown Juneau area. Provide for orderly expansion of state government facilities in the vicinity of the State Capitol and the State Office Building.

The Plan supports and implements these policies while providing more specific and responsive information. If adopted, the Plan will be an addition to the Comp Plan. The Plan provides a 20-year vision to guide growth, protect natural resources, and enhance and maintain amenities for livability. Where Blueprint Downtown and the Comp Plan conflict, or where Blueprint Downtown is more specific, the *Blueprint Downtown Area Plan* supersedes the *Comprehensive Plan*.

Findings

Based upon the information presented, the draft *Blueprint Downtown Juneau Area Plan* conforms to the Comprehensive Plan.

COMPLIANCE WITH OTHER RELEVANT CBJ PLANS AND STUDIES

The draft *Blueprint Downtown Area Plan* reviews relevant CBJ plans, studies, and other agencies' plans and projects.

Blueprint Downtown “incorporates past planning efforts by combining them with how downtown should continue to grow, develop, and harness opportunities...”, (*Blueprint Downtown*, p. 17) and includes a complete list of other plans reviewed during the process. (*Blueprint Downtown*, Appendix B)

A diagram showing how the draft *Blueprint Downtown Area Plan* fits among other planning efforts and how the plan's components could be implemented is included. (*Blueprint Downtown*, Figure 1, p. 28)

Specific recommendations in Action Tables at the end of each chapter include a column referencing the existing plan(s) that aligns with or suggests a similar idea included in *Blueprint Downtown*.

Findings

Based on the information presented, the draft *Blueprint Downtown Area Plan* conforms to other relevant CBJ Plans and Studies.

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STAFF RECOMMENDATION

Staff recommends that the Assembly Committee of the Whole (COW) discuss the Blueprint Downtown Area Plan as a potential addendum to the CBJ Comprehensive Plan --- taking into consideration the Planning Commission Notice of Recommendation (NOR) to encourage a stronger focus on housing with preference language for projects involving housing downtown.

ATTACHMENTS

Attachment A: Draft Blueprint Downtown Area Plan
Attachment B: Draft Blueprint Downtown Appendices
Attachment C: Responses to Questions from the March 12, 2024, Planning Commission Committee of the Whole Meeting
Attachment D: Proposed Revisions
Attachment E: Additional Comments
Attachment F: Powerpoint Slides

Blueprint Downtown Memo

- Draft Plan & Appendices
- Assembly and Planning Commission Role
- Steering committee, visioning, and community engagement and input;
- Planning Commission Review and Notice of Recommendation;
- Proposed Revisions
- Compliance with Comprehensive Plan & Other Plans
- Staff Recommendation

Blueprint Downtown Area Plan

Draft Blueprint Downtown Area Plan



The mission of Blueprint Downtown is to create a long-term area plan for the Downtown Juneau area that reflects current public desires and incorporates past work from relevant existing plans.

You may find a copy of the current Draft Blueprint Downtown Area Plan at any CBJ Public Library, the Community Development Department, the City Clerk's Office, as well as the link above.

SEND YOUR COMMENTS ON THE PLAN TO: blueprintdowntown@juneau.org

Steering Committee Members & Minutes

Visioning Process Report

How You Can Participate

Frequently Asked Questions (FAQ)

Steering Committee

At its public hearing on October 23, 2018, the CBJ Planning Commission approved 13 people for the Blueprint Downtown Steering Committee. The Blueprint team would like to thank all those that applied to be on the Steering Committee – it was a difficult task to select those chosen out of the many excellent applications. Committee Members are:

Betsy Brenneman, Kirby Day, Daniel Glidmann, Michael Heumann, Laura Martinson, Iris Matthews, Karena Perry, Jill Ramiel, Patty Ware, Ricardo Worl, Tahlia Gerger, Student Representative, Nathaniel Dye, Planning Commission Liaison, Former Member Wayne Jensen, Former Member Meilani Schijvens, Former Student Representative Lily Otsea, Former Chair Christine Woll

Planning Commission

- COW and Special Meeting to review Plan
- Responses to Planning Commissioner Questions in packet
- **PC Recommendation:** Adopt the Plan by ordinance as an addendum to the Comprehensive Plan with revisions noted in staff report. The Commission added a recommendation to encourage a stronger focus on housing with preference language for projects involving housing downtown.



BLUEPRINT DOWNTOWN

DOWNTOWN JUNEAU'S AREA PLAN

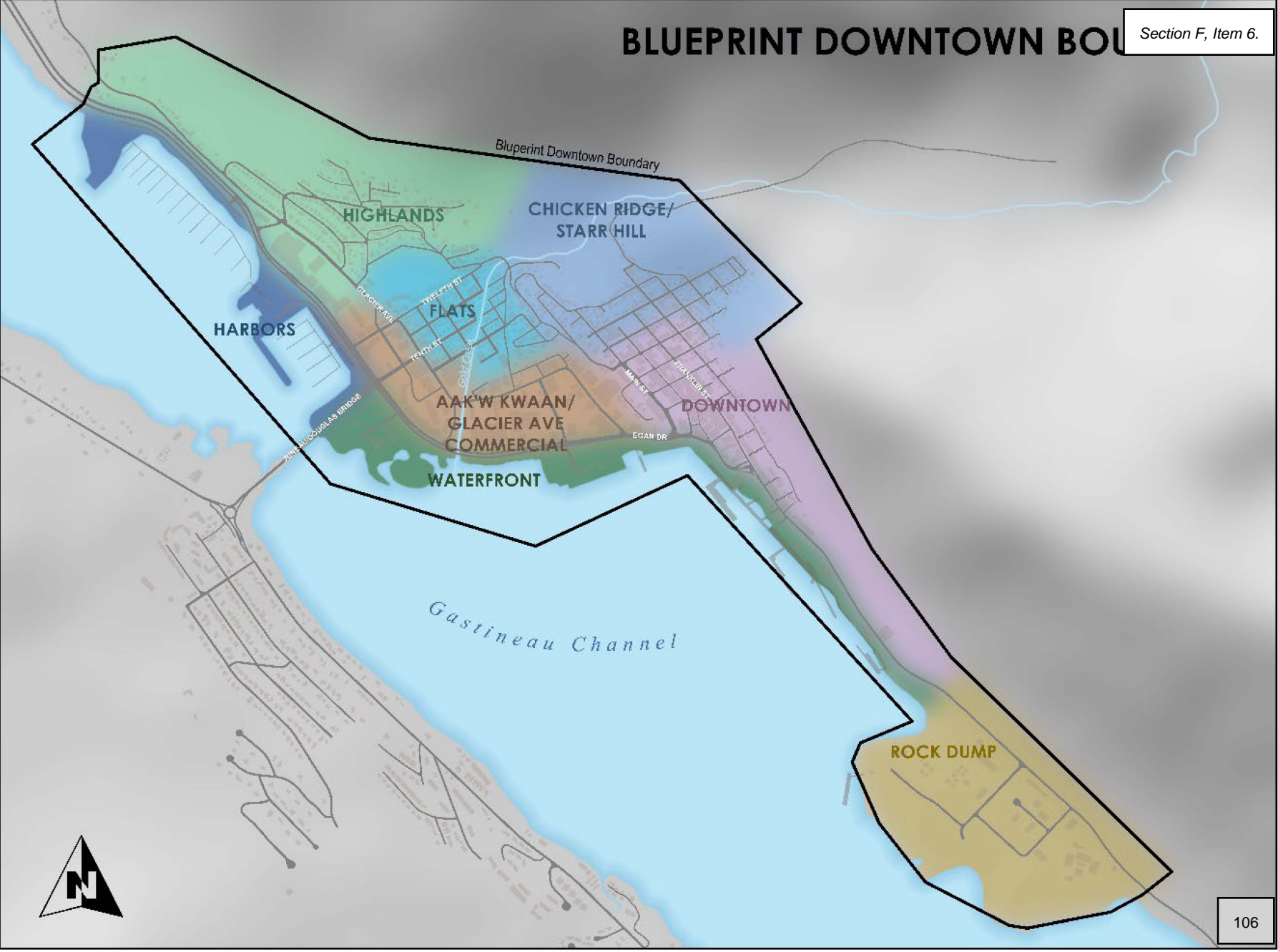


Blueprint Downtown aims to create a **long-term area plan** for the Downtown Juneau Area that reflects current public desires and incorporates past work from relevant existing plans.

A major goal is to provide **strategic direction for development and growth**, while embracing livability and a sense of place, as well as maintaining quality of life for residents.

BLUEPRINT DOWNTOWN BOUNDARY

Section F, Item 6.



Community Outreach & Engagement

Section F, Item 6.

41 Steering Committee Meetings & Visioning Process

- Nine focus areas
- 300+ public participants at three public meetings
- 900 Unique interactions:
 - Street interviews
 - Gallery Walk/Street Pop-Ups
 - Theme-based walking tours
- 2019 Most Innovative Award – AK Chapter of the American Planning Association



35 plans & studies reviewed and incorporated into Blueprint

- 1997 Capital City Vision Project
- 2004 Long Range Waterfront Development Plan
- 2009 Juneau Non-motorized Transportation Plan
- 2010 Downtown Parking Management Plan
- 2012 Willoughby District Area Plan
- 2013 Comprehensive Plan
- 2015 Economic Development Plan
- 2016 Main Street Technical Report
- 2018 Juneau Energy Strategy
- 2020 Historic and Cultural Preservation Plan

Goals & Iconography



MORE HOUSING OF ALL TYPES

Downtown is a great place to live with diverse housing options, services, and amenities that will stimulate commerce and community and create an 18/365 downtown.



DIVERSE, WELL-MANAGED TOURISM

Tourism is managed in a way that addresses concerns of downtown residents and industry. Focused efforts to bring independent and business travelers to Juneau will diversify the sector and expand the season.



A DOWNTOWN FOR EVERYONE

Juneau's diversity is celebrated by offering services, a range of mobility options, activities, goods, and amenities that appeal to all ages, backgrounds, and incomes.



STRONG AND STABLE ECONOMY

Year-round economic vitality is stimulated by more residents, diverse businesses downtown, increased activity and programming, improved access, greater safety, and enhanced aesthetics. Private and public sector investment is coordinated and leveraged to catalyze desired development.



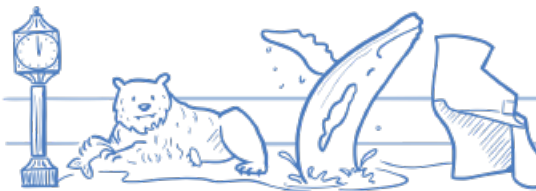
SAFE AND WELCOMING

The safety of downtown is improved by incentivizing housing of all types, including vulnerable populations, reducing crime through environmental design, programming that draws people downtown.



A DESTINATION WITH A SENSE OF PLACE

Downtown is a vibrant, appealing place that generates excitement and interest with seating, lighting, activities, clear and logical connections, where amenities destinations, housing, retail, offices, parks and natural resources are linked. Walking and bicycling are prioritized.

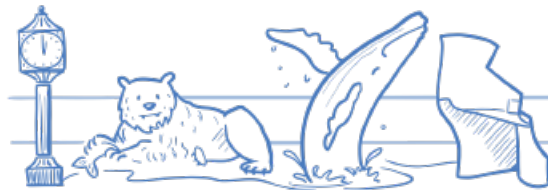


Top Five Priorities for Action




Section F, Item 6.

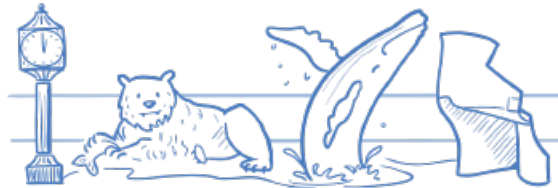


- Housing
- Tourism Management
- Year-round vitality
- Downtown point person
- Complete the Seawalk and Harborwalk.



Blueprint for Action

GOALS	ACTIONS	ANTICIPATED IMPLEMENTING PARTNER(S)	WHEN (ON-GOING, NEAR, MID, LONG)	CHAPTER(S)	RELEVANT PLAN(S)
	<p>Expand investment downtown:</p> <ul style="list-style-type: none"> • Develop stronger partnerships between government, non-profit and for profit developers; • Examine road blocks to public/private partnerships and joint developments of housing, mixed use, parking structures, and/or land leases and take steps to eliminate them; • Develop opportunities to use outside funding to support downtown investment. 	<p>Housing Office, CDD, EPW, JEDC, DBA, JCC</p>	<p>On-going</p>	<p>3 & 4</p>	<p>HAP, JCP</p>
	<p>Create a “Downtown Clean and Safe” program that focuses on the following services:</p> <ul style="list-style-type: none"> • Regular sidewalk cleaning; • Additional trash pickup; • Graffiti removal; • Block watches; • Coordinate and communicate with local police officers and safety ambassadors ; • CPTED practices. 	<p>JPD, JEDC, DBA, JCC</p>	<p>Near</p>	<p>3 & 5</p>	



Measuring Success

- Number of housing units added, by type, per year
- Number of independent visitors per year (hotel bed tax and convention/conference attendance rates)
- Tourism Best Management Practices Community Hotline Annual Data and Trends
- Applications per year for the 12-year housing tax abatement program, number of new units created, and tax dollars abated
- Parking Use & Community Tourism surveys
- Crime rates