

----- Original Message -----

From: Bremner Don <Don.Bremner@sealaska.com>

Date: Mon, 1 Apr 2002 19:03:59 -0900

Hello Maria,

In re/to the makeup of the Board I think it would be in the long term and best interest of CBJ to have designated seats for the Native community and Juneau Historical Preservation Society.

There needs to be balance. The industry is heavily weighted just by being the industry and having a role, however, Native organizations and the Historical Preservation Society and similar organizations are new to having their voices heard, but are critical to the long term tourism attraction of Juneau so should have separate seats available. There should be a Tribal seat, a Native Non-profit and one Native profit making business seat. This is a cross section of the Native community and it would be very permanent way of allowing participation.

Thank you for your consideration of our suggestions.

Don Bremner,  
Sealaska Heritage Institute

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**Subject:** FW: Dot Wilson re: Draft Tourism

-----Original Message-----

**From:** Dot Wilson [mailto:dotw@gci.net]

**Sent:** Wednesday, April 03, 2002 10:19 AM

**To:** Ken Koelsch; Frankie Pillifant; Jim Powell; Don Etheridge; Jeannie Johnson; Randy Wanamaker; Dale Anderdson; Mayor; Marc Wheeler

**Cc:** Jim M Wilson

**Subject:** Fw: Draft Tourism Plan

Assembly Members: I read through (admittedly quickly) the tourism draft from Harvey. I have already written him with my most burning question:

Why are they trying to add another layer of bureacracy to the tourism mix? In my opinion he describes the job the JCVB should be doing in the first place. Rather than hire someone to oversee and "contract" with JCVB to do their job, why doesn't the Assembly take action to give JCVB the direction/support they need. If additional staff is needed to do more marketing - and if there is money to pay for it - (\$320,000 salary and \$165,000 for "budget?") - why not have JCVB do it. If JCVB board doesn't want to do what the city wants - get a new board.

What Harvey told me is that they aren't doing it at this point and the "board" doesn't want to. Adding another \$110,000 position to "contract" with them doesn't seem like the solution to the problem - it seems more like perpetuating and adding layers to the problem.

I will probably have more comments as I plow through the draft - but this proposal really needs to be thought out carefully.

Dot Wilson

----- Original Message -----

**From:** Bob Harvey

**To:** 'Dot Wilson'

**Sent:** Tuesday, April 02, 2002 5:55 PM

**Subject:** RE: Draft Tourism Plan

Dot,

Would love to talk this through with you. Basically, to deal with impacts and planning, you have to have a balance between community and business JCVB isn't interested - board told me in person

We also have some strong concerns about marketing And the track record on that for both the bed tax and the convention center Need to have a level of accountability Marketing needs to work for your business, better than it has!

The whole thing lets the community get out of the battle And behind tourism, work together

-----Original Message-----

**From:** Dot Wilson [mailto:dotw@gci.net]

**Sent:** Tuesday, April 02, 2002 6:17 PM

**To:** Bob Harvey

4/22/2002

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**From:** Beatrice Findlay [msbhaven@gci.net]  
**Sent:** Monday, April 08, 2002 4:24 PM  
**To:** talktours@cbjtourism.com; tourism@ci.juneau.ak.us  
**Subject:** tourism draft

I have just completed reading the tourism draft and I must say I was surprised and alarmed with it. It would appear that Egret did not take the time to find out exactly what a CVB did or HOW it markets the community. The CVB is a member driven organization and although it is responsible to market the community as a whole, it is MOST beholding to the members who support it through dues (and often substancial dues at that) Bed taxes are specific to them because those folks will benefit most. It takes TIME to cultivate relationships with Cruise Lines, Convention Contacts, Trade show participants, Overseas contacts and to have a "contract" awarded on a yearly review basis would be (excuse me) STUPID. You could not plan a budget, solicit for conventions (often given as long as 5 years in advance) or know how to plan at all. This plan appears to be giving Egret a big chunk as an "advisor" and created a system that is already in existance and I may say runs well already. They have a new director (although the last two had done the job well and went on to bigger and better things)The CVB is NOT a city department (most CVB's are not) for the very reason that they DO stay clear of specific politics. They already have a capable board with a diverse members from many businesses and industry. Tell me....where is the money to come from to support a \$110,000 job (including benefits) and a second \$45,000 job. The first is more than the current director makes and the second job would be underpaid! Where (in Juneau) would they find an office to rent for \$30,000 a year including phones, office equip, etc. Not sure what community they could do that in....surely NOT in Juneau! I will be greatly disappointed if this passes. If the CBJ goes with this plan then shame on them. If they allow a parallel organization to supervise the already existing one...shame on them. If they are unhappy with the current Convention and Visitors Bureau then they need to talk to them, not cripple them, which this plan would do. Please read the plan carefully and then turn it away for the health of the community. Government involvement in State Tourism has in effect destroyed the marketing of the State. It would do the same to local marketing as well. Additionally, they have gone backwards with the duties of the Harbor Department and the others. They are suggesting they do things they are not equipped for and that would most likely result in increasing their staffs as well. Think long and hard before going ahead with this very flawed plan. Sincerely, Bea Findlay/Juneau resident and voter

**Subject:** FW: Draft Juneau Tourism

-----Original Message-----

**From:** Jon Tillinghast [mailto:Jon@STSL.com]

**Sent:** Tuesday, April 09, 2002 10:14 AM

**To:** 'borough\_assembly@ci.juneau.ak.us'

**Cc:** 'tourism@ci.juneau.ak.us'; 'talk-tous@cbjtourism.com'

**Subject:** Draft Juneau Tourism Plan

Thank you, first, for the opportunity to comment on the draft Juneau tourism plan. My initial concern is that, according to the Juneau Empire, the comment period apparently runs only to April 15. This is far too short a time for such an important, lengthy and complex document to be fairly considered by Juneau residents, and the artificially-short time frame would seem to guarantee that the bulk of responses you will receive will be from well-organized interest groups.

Because of the short time period apparently allowed, let me make brief comments on two aspects of the plan that worry me the most:

1. The Role and Composition of the JTP. This group would be given a major role in both policy formulation and policy implementation. In-and-of-itself, I object to this approach. Tourism issues are fundamental, controversial issues for this community, and I really do hate to see the Assembly abdicate its responsibility to take a front line mediation and problem-solving role on these issues. I do not wish to see decisions on such politically-sensitive issues as the Marine Park staging area decided (or even significantly influenced) by unelected (and thus unaccountable) interest-group representatives, whomever they might be. Even more importantly, the proposed composition of the JTP is not balanced, and, in fact, would seem to guarantee domination by a single interest group-the commercial tourism sector. That sector is guaranteed fully half of the six board seats; and, as a result, the JTP will be viewed as an industry advocacy group and will not enjoy community credibility. If (i) such a group is to be formed (and I don't support forming any such group, for the reasons above-stated); (ii) the group is intended as something more than a promotional organization; and (iii) it is to receive any city money, then I would respectfully suggest that the city choose membership such as the following: (a) 1 representative of commercial tourism; (b) one representative of the town's conservation community; (c) one representative of the public service sector, who will provide expertise on how to provide public services to both tourists and residents (such as a Parks and Rec or Public Works employee); and (d) three members of the general public, none of whom have any demonstrable ties (direct or indirect) to either side of the tourism controversy. As an attorney, there is nothing more precious to my core values than an absolute insistence on a decision-maker, or a mediator, who has no actual or even apparent bias in the outcome of the debate. A JTP that seems (to any segment of the community) to be biased or weighted in one group's favor will only serve to more deeply divide and embitter this town.
2. Taking Sides on the Marine Park Controversy. The draft plan takes sides on the Marine Park staging area controversy. I was sorry to see this, as this one aspect of the plan badly damages its attempt to appear as an even-handed document. The plan goes to great length to sell itself as a blueprint for fairness and balance, but then it touts a proposal that is very actively opposed by many (and I suspect most) of our citizens who live in downtown Juneau. The city has not met its burden of demonstrating that idling busses will not make the Marine Park area less attractive to local residents. Until our neighbors in downtown Juneau are assured in this regard, it is highly inappropriate for an ostensibly neutral planning document to advocate one particular outcome.

I have noticed, in recent debate on this issue, a concern over attracting more Juneau residents back to downtown. I am encouraged by those expressions of concern, because downtown Juneau is dying, and I wonder whether asking summer concert-goers who now pack the Marine Park shelter to attempt to enjoy the concert within smell-shot of a bus lot is really a good way to entice a community of well-educated and sensitive people to spend their summer evenings in town. We're a long way from reaching community consensus on that point, and the draft plan is much too pushy on that count.

I really hope the community is given far more opportunity to comment on this product. As a 28-year resident of this town, I have a lot invested in assuring that downtown Juneau doesn't become simply a seasonal theme park, and I think we need a lot more than one week to comment on a blueprint for deciding those issues.  
Jon Tillinghast

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**From:** Mary Mearig [mearig@gci.net]  
**Sent:** Tuesday, April 09, 2002 12:36 PM  
**To:** talktous@cbjtourism.com; tourism@ci.juneau.ak.us;  
**Subject:** Comments on the Draft Tourism Plan

I completed the final web poll, but found the questions leading. Is the formation of the JTP really a given? I am not convinced that establishing and funding this additional layer of bureaucracy is the best solution.

In my opinion, more bureaucracy leads to less representative government - aiding special interests in pushing their own agendas.

-----Original Message-----

From: Mary Lou King [mailto:kingfarm@ptialaska.net]

Sent: Tuesday, April 09, 2002 11:15 AM

To: tourism@ci.juneau.ak.us

Subject: Comments on Draft plan and Survey

I do not have enough information on some of the questions. I am not neutral.

The Juneau Tourism Plan should include University of Alaska Southeast and Department of Transportation. UAS has the research, training, transient housing, potential work force and library facilities for consideration by JTP. DOT is not facing the reality that a million some and growing number of tourists, college students, legislative people, elderly residents, and juvenile residents do not have cars and need alternative ways to get around.

| The concept of the Juneau Tourism partnership is wonderful.

Jim King

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**Subject:** FW: Implementing the Juneau Tourism

-----Original Message-----

**From:** Bremner Don [mailto:Don.Bremner@sealaska.com]

**Sent:** Thursday, April 11, 2002 2:56 PM

**To:** 'Borough\_Assembly@ci.juneau.ak.us'

**Subject:** Implementing the Juneau Tourism Partnership

Dear Mayor Smith and Members of the Assembly:

I wanted to take a minute with you to question the April 1, 2002 letter from Bob Harvey to the Assembly regarding the make up of the JTP Board and the Tourism Marketing Advisory Committee.

1. As I stated to Maria and Bob, the Board does not have Native representation. I recommended that Sealaska have a seat, and Tribal and Native Elders have representation.
2. It appears heavily weighted to the Non-Native community and by the industry. Again, I asked..who did Bob and the Assembly talk to in the Native community about representation?
3. I'm unclear about membership, are all members year-round residents at least. This should be a key requirement, if a person or company is just seasonal and tied to the Cruise line Industry how can we say they represent the community and cultures of Juneau? These are the same people who have not given the Native community consideration in the past, aside from using our people as silent marketing hooks.
4. It seems that the land based businesses should outweigh any cruise line representation. The local hotels that cater to S.E. Alaska residents and bring in year-round taxes should have more seats on this. It makes sense, they are a large part of the CBJ Tourism tax base.
5. The same questions apply to the Tourism Advisory Committee. Are all members year-round residents, and for the same reasons.
6. From the looks of the top four listed people they are all tied to the Cruise line industry. I don't see any Native or year round cultural tourism representation here?

I think a lot of time needs to be spent on how these appointments were made. Were there public meetings on this portion and can I get copies of all notes, minutes of meetings, phone logs, e-mails regarding from Bob Harvey, and any members of the Assembly, Juneau Conventions & Visitors Bureau, Maria's office, and from exchanges with each person appointed.

This is a pretty glaring disappointment of representation if this is the final make-up and appointments.

I look forward to line item responses to my questions and concerns here.

Thanks,

Don Bremner

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**Subject:** FW: Comments on the Draft Tourism Plan, including comments on the Marine Park

-----Original Message-----

**From:** Rory Darling, Jan Moyer [mailto:kayaker@alaska.net]

**Sent:** Friday, April 12, 2002 9:40 AM

**To:** borough\_assembly@ci.juneau.ak.us

**Cc:** tourism@ci.juneau.ak.us; talktosu@cbjtourism.com

**Subject:** Comments on the Draft Tourism Plan, including comments on the Marine Park Deckover

In the process of completing the last tourism poll, I read the draft tourism plan. Before making my comments, I would like to thank the assembly for engaging in an open process with a published plan and polls. I think that is a good way to involve the community while avoiding the obvious problems with past public forums on the issues.

I am left with 3 general impressions regarding the Plan:

1. It did a pretty good job of acknowledging the primary points of view that need to be addressed. The city should be happy with the clear focus on organization of tourism management and emphasis on growth, the tourism industry should be delighted with the bonanza of publicly financed amenities for their customers (including marketing), and the residents finally got an acknowledgement of the obvious that noise is a problem that must be solved.

2. The Plan is heavily weighted towards industry concerns, and in that regard it is not that much of a departure from the status quo, which to my point of view (oriented towards respect for the local residents) is completely unacceptable. More on this later, but after reading the plan I remain deeply concerned that my elected local government officials do not represent the interests of the people that vote for them, but large corporations to whom Juneau is simply a product for 5 months of the year. I think this emphasis is wrong - I resent paying (high) property taxes in a company town, which is what Juneau is and will remain under this plan. The JTP removes me one more step from my elected representatives in tourism matters.

3. The mandate of the JTP is far too broad and ambitious, stretching the credibility that it can achieve the effects that it describes. It would be nice to have all of the things listed (a new performing arts center, etc.), but there has to be some sense of relative priority in view of what is sure to be limited funding. I think it is important to attach a priorities to different actions, and prescribe prerequisites that identify which items must be completed before moving on to other areas.

My fear is that the items that expand and develop the tourism market will be performed, while the mitigation issues will be ignored. There is nothing in the Plan that says that expanded marketing and product development will not occur unless mitigation measures are in place. I think this is a serious omission. More to the point, if satellite heliports do not happen, this plan is a recipe for disaster for the 6000 households identified in the Baker study that are negatively affected by noise. I strongly support the satellite heliports as identified both in the Plan and the Baker study and feel that ample groundwork is in place to move ahead, but I have yet to hear the assembly make a definitive statement that it is their policy is to move ERA to a south heliport site before the 2004 season. On the contrary, the process is being held hostage by a small interest group that is playing the time tested game of finding some fault (possible under any proposed solution), then using this fault as an excuse to do nothing or perpetuate endless study. Doing nothing is what led us to the existing problem. The Plan must overcome this by providing incentives for the mitigation provisions to be in place BEFORE any of the expansion activities take place.

I also do not see any penalties or disincentives for the operators that do not adhere to the spirit of the plan in the ongoing evaluation process. The "safety valves" mentioned in the plan will, based on my experience, simply result in affected residents being marginalized (as they are now) while the industry does whatever they please. The Plan should specify penalties for exceeding the local tolerance for industrial tourism if it intends to affect the behavior of the industry.

Restating my general concern, I feel that the tourism process should be responsive primarily to the taxpaying residents. Unless the plan prevents further expansion of the industry before mitigation is a reality and builds

disincentives for exceeding reasonable carrying capacity, I think it will be a continuation of the existing policy of the industry doing whatever it pleases in spite of residential impacts.

I like the emphasis on waterfront planning, repeating the caveat that local considerations should predominate the direction of that plan. With this in mind, I think it is premature to embark on the Marine Park "deckover" that is currently before the assembly. In addition to being done outside of the plan, it commits \$ 5 million dollars on DEVELOPMENT at the expense of MITIGATION. If there is that kind of money available for tourism issues under the plan, I think that the southern alternate heliport is a higher priority use of funds. Already I hear "where is the money coming from" objections to the alternate heliports; the Plan and the planning process would indeed be shallow to do the deckover and then plead poverty for the alternate heliports. I think the deckover diminishes the use of Marine Park by residents, but I could live with it if, under the direction of the Plan, it was done AFTER the alternate heliports are funded.

Finally, I think the mandate of the JTP is far too ambitious for the funding that is available. It should be satisfied with more mundane and practical achievements such as mitigation and public facility planning. I view the JTP as defined in the plan as an extension of government; it is inappropriate for government to spend taxpayer money for items such as marketing, which is well within the capabilities of the operators that provide tourism services. Avoid corporate welfare. I predict that the broad mandate of the JTP will dilute its efforts to the point where meaningful change is beyond its capabilities. Better to do fewer key things well. Also, the board of the JTP is once again dominated by tourism development interests. The events of the past years clearly indicates to me that assembly seat is pro development, and recent permitting actions by the USFS also puts them in that camp. And who are the public representatives? Please consider a different mix of representation on the board. The JTP and the tourism industry should respond to the residents, not the other way around as my past experience with joint "working groups" leads me to believe.

I support the use of a Plan to dictate actions. I support efforts to improve Juneau's economy with tourism, and would like to see individual businesses prosper. If growth can occur without grinding down the residents, that would be great. The current draft has promise, particularly in regard to the specifics of the alternate heliport move. But will mitigation happen? Unless the Plan converts the talk into prioritized actions with incentives / disincentives for achieving mitigation, I think we are in for more of the same industry oppression which is way too far out of balance at present.

Thanks for considering these Plan improvements.

Rory Darling  
6732 Gray St.  
463.4861

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**Subject:**

**FW: Tourism Plan**

----- Original Message -----  
From: "Douglas K. Mertz" <dkmertz@ak.net>  
Reply-To: dkmertz@ak.net  
Date: Sun, 14 Apr 2002 16:58:59 -0800

It seems to me that the Plan is flawed in two main ways. First, it creates a cooperative process that is supposed to mirror community sentiment, but there is no guarantee that the full spectrum of opinion will be represented on the JTP or other groups. The likelihood is that commercial tourism interests will continue to be overrepresented since they view participation as a money-making activity and hence are willing to send paid personnel or unpaid people who expect an economic payoff. That is not true of the other wing of the dispute. The JTP will, over time, become simple another voice for commercial interests.

Second, the plan relies overwhelmingly on cooperative non-mandatory efforts. There is no room in the plan for mandated minimum protections on the local level. This is a major error -- industry historically does the minimum required or the minimum it believes will avoid real regulation. My belief is that the Assembly must have the courage to declare that some minimums -- in air, water, noise, and open space requirements -- must be adhered to even when the industry believes it would cost it money.

D.K. Mertz

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**Subject:**

**FW: Tourism Plan Comments**

-----Original Message-----

From: Douglas Mertz [mailto:margowaring@ak.net]  
Sent: Sunday, April 14, 2002 3:54 PM  
To: tourism@ci.juneau.ak.us  
Subject: Tourism Plan Comments

I read the draft plan with increasing concern. The plan is structured around the development of the Juneau Tourism Partnership. I will not comment extensively on my impression that the JTP heavily favors the tourism industry, especially the cruise industry. My main concern is that the JTP appears to be the old Tourism Advisory Board dusted off and given a great deal of power.

The old committee proved itself to be an ineffective means for dealing with tourism issues, largely because it was several removes from decision making authority and from elected officials. This is why it was "returned" to the Assembly.

The proposed JTP is given too many municipal powers and authority, without a context that requires the protections that go with municipal government. Many responsibilities are taken away from tasks which should be done by city government--and others which should remain in the private sector because that is where all their cost and benefit should be.

I also think that the proposed JTP is a solution to a non-problem: I have attended many meetings and did not hear that the city needed closer working relationships with the industry. Rather, much concern was expressed that the industry has too much influence, along with the DBA and the CVB. The JTP will increase that influence.

The proposed JTP, as an appointed body, has many of the flaws of other appointed groups, notably that there is no guarantee that appointments will be representative of the real diversity of views in the community. I suspect that it will be another pro-industry set of appointments, called "representative" by the Assembly, but actually picked to represent the views of the majority of Assembly members. Without true representation of all the community's views, it will not solve the divisiveness within the community on the subject of tourism.

Lastly, the "plan" is very short on actual plans. Rather, it sets up the JTP as the way to plan, thereby creating a relatively closed process that will not assure common agreement about objectives.

Margo Waring

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**Subject:** FW: Juneau Draft tourism management Plan

-----Original Message-----

**From:** Bremner Don [mailto:Don.Bremner@sealaska.com]  
**Sent:** Sunday, April 14, 2002 3:50 PM  
**To:** 'borough\_assembly@ci.juneau.ak.us'  
**Cc:** 'bobharvey@egretcommunications.com'  
**Subject:** Juneau Draft tourism management Plan Comment

Dear Mayor Smith and Members of the Assembly;

This is follow up comment regarding the new Tourism Management Plan proposed by Egret Communications;

1. In previous comment I stated my opposition to the make-up of the JTP Board and Marketing committee. Those comments stand for the same reasons.

2. In addition to that I object to prearranged contracts and references to the JCVB being the marketing arm of this plan. Again, they have no track record of marketing the independent market and they had an obligation to do so in the current system. They have no experience or track record of success in

marketing historical or Native cultural tourism. The JTP should go out on bid with this to recruit a company that is plugged into these various markets. We are sure to get more for our money this way, and accountability.

3. I believe it is not true (pg.9) that Juneau has great air service. I know most of you realize the rates we pay out of here. It's not great and part of the plan should be to attract competitive air carriers so we can improve the independent market. We have to begin again somewhere, and it might as well be in this plan.

4. It seems like by now people in the industry should realize that where there are Native and minority cultures the best way to describe an invitation to visit our community is to get away from the "heads in beds" destination mindset, and re-educate themselves to marketing and terminology that will attract visitors to a "sense of place", this is our home. We live here, let's invite them like they are visiting our home. Add all the necessary ingredients and they will be educated that this is our home, the land, water, air, community, cultures and it is worth respecting and caring for. "Heads in beds" destination is and will be just that. More of the same, note all areas where "destination tourism" is used extensively throughout the plan.

5. Page 27 is clearly a reflection of how this is so much a Cruise ship driven plan. The community of Juneau and our life here should be at the top of the thinking and implementation pyramid. In this plan the Cruise ship market is driving the community. Flop this chart over and give it meaning locally and we might have the beginning of a community driven document!

6. Pg 30, it appears that since Alaska didn't come up with Tourism industry recovery plans and cash, we in Juneau are going to rush forward with an incomplete plan to try & save the summer Cruise ship industry? It doesn't make sense to lock into the cruise line mindset when our past working relationship with them has been and appears to be adhesive in their favor?

7. pg. 31, Of course you know there is still incomplete participation by all people of Juneau, so the team didn't have a pulse on the community of Juneau.

8. pg. 37, In re/ to operating in a sustainable manner it would seem like this plan would have at least an addendum that not only spells out the number of cruise ship passengers and their impacts on all of our land and resources, and not just percentages, but real numbers in each area of Juneau, or product capacity. This includes independent traveler capacity. For example we know the numbers and percent increases for the next few years, but nowhere in this plan does it say, by the way... the maximum capacity for this trail, this street, this culture, etc, that if and when the tourist number reaches this level it is the "drop dead" number where the area, culture will experience negative irreversible impacts that we cannot ever get back. So ends the product and culture so the

----- Original Message -----

From: TerryAToon@aol.com

Date: Mon, 15 Apr 2002 09:27:36 EDT

- 1- Plan doesn't seem to address issues destination travelers I've met on trails, etc. the last few summers have had-regarding how to enjoy Juneau without tripping over cruise tourists at every turn...
- 2- Is the idea for restricting deliveries in downtown when ships are in for real?
- 3- Businesses would have to maintain extraordinary hours to beat that time frame... I am glad to see some plans to reduce float plane noise- the long hours of listening to multiple planes take off down the channel past my home has driven me away from home on days off the last few years.
- 4- I am hoping part of working with Alaska Marine Highways mentioned includes developing off season time schedules that allow our Southeast neighbors to come visit /shop/etc. at people friendly hours. I hope someday someone takes a real look at developing efficient and cost conscious transit for ferry travelers into town. (If Sitka can do it - why can't Juneau?) If the tourism industry really wants to mend some fences with the community it is time to pay attention to the grudges held about these issues.
- 5- It bothers me that the figure of 750 jobs related to cruise industry keeps popping up without info regarding how many are full-time, seasonal, rates of pay, etc. SOME jobs are poorly paid, go to folks who just come to work for the summer, etc. It would be nice to have a better idea of what those jobs are in relation to overall community financial gain.
- 6- I think Juneau would be healthier if it started talking about a more diverse economic base. The too-many-eggs-in-one-basket aspect of committing so many resources and energy to one activity-tourism- bothers me.
- 7- I am concerned that working trails group, that by and large has done so well, will lose some of its steam under the new proposal. It is a unique to have a group which manages to co-ordinate across so many lines...
- 8- There are a lot of good ideas in the draft and is obvious that much work and thought went into the project. I am glad to see the collaborative concept have such a prominent place in language guiding proposed JTB. I have reservations about how it will work out in real life given the usual cast of "stakeholders" locally but is one of the better ideas to pop up...

Thank you,  
T. Toon

*Sally Wilson*  
Box 211235  
Auke Bay, AK 99821-1235  
April 16, 2002

Comments on  
Juneau Draft Tourism  
Management Plan  
March 29, 2002

I think the Juneau Draft Tourism Management Plan ("D-TMP") addresses many of the concerns and offers ideas for reconciling the diversity of opinions that exists in our community. I like the plan and hope that we are able to "succeed at both cruise tourism and destination travel – with success being defined on Juneau's terms." (Page1).

My comments relate to four broad areas:

- Poll Participation**
- Juneau Tourism Partnership ("JTP")**
- Juneau Convention and Visitors Bureau ("JCVB")**
- Cruise Ship Safety Valve Strategy**

### **Poll Participation**

The number of respondents has decreased each time. I realize that the time to respond to Poll 4 was much great since one needed to read the D-TMP but this is a huge decrease!

Poll 1 – 1511 respondents

Poll 2 – 1089 respondents

Poll 3 – 977 respondents

Poll 4 – 171 respondents (as of 10am, April 16, 2002)

#### **Juneau Tourism Partnership**

The JTP is a good idea. A specific requirement that the public stakeholders group be limited to those Juneau residents who are **not** involved with cruise-related, destination-related or downtown retail sectors would ensure participation from these residents.

#### **Juneau Convention and Visitors Bureau ("JCVB")**

The idea of requiring the JCVB to demonstrate the effectiveness of their marketing activities would provide accountability for the city funds paid to that group. I like this idea.

April 19, 2002

Mayor Sally Smith  
CBJ Assembly Members  
155 S. Seward Street  
Juneau, AK 99801



Dear Mayor and Assembly Members:

Thank you for the opportunity to submit our comments on the tourism plan. After reviewing the plan the JCVB board met with Bob Harvey via teleconference to discuss the areas of agreement on the plan and our concerns. We asked for some specific corrections regarding JCVB activities and responsibilities listed on pages 50-54 and page 95, which Mr. Harvey agreed to correct in the revised plan. Those corrections are noted at the end of this report.

**The JCVB board of directors and CEO support the following tourism plan recommendations for marketing:**

- JCVB will establish a marketing committee consisting of JCVB board members and non-board individuals, with recognized marketing expertise, to guide the board in the development of its annual marketing plan  
The marketing committee will include representatives from
  - Alaska Airlines
  - Alaska Marine Highway
  - JPT Director
  - Tourism Marketing experts – as recognized within the Juneau tourism community
- JCVB will present quarterly results statements to JTP and the Assembly
- JCVB will present marketing activities and results at the fall tourism forum
- JCVB will move toward more targeted marketing (both regions and niches)
- JCVB will continue to track performance of its marketing activities and include tracking information in the quarterly statements. Additional funding is required to conduct visitor satisfaction, economic impact studies and independent traveler profile and arrival statistics.
- JCVB board, marketing committee and JTP Director will meet after the fall forum to make sure that marketing directions and adopted changes to the tourism plan are synchronized
- During biennial CBJ budget development, the Assembly will review marketing results provided by the JCVB. The JTP will provide input to the Assembly.
- JCVB agrees that lengthening the average destination traveler's time spent in Juneau and raising spending per arrival is an important marketing objective.

**Convention Marketing**

- JCVB will develop a more targeted approach to marketing to new convention customers, focusing on niches and regions that match the targets for destination travel marketing and seeking groups that are likely to patronize Juneau's experiences.

- JCVB will improve its efforts to secure repeat business from existing convention customers
- JCVB will track marketing performance, with separate categories for repeat conventions, conventions that JCVB found and brought in, and conventions that JCVB serviced, but which were introduced to Juneau by other means
- JCVB's performance tracking will look at both revenues passing through the convention center and expenditures in Juneau resulting from conventions and related activities
- JCVB will present quarterly performance data to the Assembly (through Parks and Recreation) and JTP
- JCVB will present performance data during each fall tourism forum
- The Assembly will formally review marketing activities and results during each biennium budget session. JCVB will make a formal presentation of performance. Parks and Recreation will present data on revenue breakdown; make comparisons between revenues, costs, and marketing budgets; and recommend adjustments. JTP will present feedback based on input from the fall tourism forum and other perspectives.

**The JCVB board and CEO recommend the following changes to the draft plan:**

- Bed tax money should continue to be distributed through the established channels at CBJ, not funneled or distributed through the JTP.
- The JCVB continues as the marketing organization for Juneau, not a subcontractor on an annual contract to the JTP. We support a full partnership with JTP and will work collaboratively with the JTP to achieve the objectives of the long range tourism plan.
- The JCVB, the marketing committee and JTP director will craft the marketing plan for Juneau. It is an unreasonable expectation to hire an outside contractor to craft a marketing plan for which the JCVB is liable for the results.
- The JCVB recommends the JTP director job qualifications be redirected to strong skills in conflict resolution, mediation, and consensus building, along with experience in community planning and development.

Please do not hesitate to contact Rick Kasnick or myself if you have questions about any of the information we have provided in the report above. Thank you for your attention.

Lorene Kappler  
 President and CEO  
 Juneau Convention and Visitors Bureau

For your additional information I've included the specific corrections to elements presented in the draft plan:

Pages 50, 51 and 54.

A. Marketing: Marketing (destination), current line of communications/approvals...no clear lines...should be corrected to indicate that both Parks and Recreation and CBJ Assembly hold designated seats on the JCVB board, thereby providing two direct lines of communication to the city. In addition, the JCVB has made quarterly or annual reports before the assembly describing the marketing activities of JCVB and use of the bed tax money.

B. Marketing: Meetings and Conventions. Both the Centennial Hall manager and Parks and Recreation director have direct access to JCVB either through the board seat or in meetings with Convention Sales staff.

C. Marketing (community cooperative programs). Previous administrations and the current are involved with the Southeast Alaska Tourism Council in officer positions. SATC has a regional website and is developing a cooperative public relations program for the Inside Passage communities.

D. Monitoring (trends, marketing performance, visitor satisfaction) JCVB has performed in all three activities. The board and CEO would like to see more research done as funding is available.

E. Statement on page 95..."Juneau has a surprising lack of data demonstrating tourism performance." Significant data was provided to Egret Communications in the course of developing the long range plan. Specific research called for in the plan was traditionally provided by the Alaska Division of Tourism (\$500,000 research project – Alaska Visitor Statistics Program) until funding was cut and the program diminished. McDowell Group is now collecting that data again and JCVB is able to request visitor profile information, provided funding allows.

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**From:** Bob Engelbrecht [engelbrecht@alaska.com]  
**Sent:** Friday, April 19, 2002 5:33 PM  
**To:** Tourism Coordinator; Bob Harvey  
**Subject:** Juneau Tourism Plan Comments

Thanks for the opportunity to comment on the Draft Juneau Tourism Plan. The comment period for such a lengthy document is very short and thus my comments will be brief compared to the full review that the document deserves.

First let me say that I support the tourism planning effort in general and that overall the draft tourism plan is a good one. The vision for Juneau succeeding at tourism on its own terms and positioning itself for both cruise and destination markets are well thought out and appropriate.

I also agree with the need to reorganize and orchestrate a more effective tourism effort to reach the goals outlined. I do not agree with the specifics of how the JTP is set-up however. Rather than supervise the JCVB and the Harbor Board, the key person from each of these organizations should be a member of the JTP. One of the things that the Tourism Advisory Committee had tried to do was foster coordination among the various agencies, departments, etc. that dealt with tourism. It would foster coordination to add the Harbor Master and the President of JCVB and it would also bring some additional talent to the group. There may be others that should be on the JTP but these two are obvious to me.

It also seems that the list of items the JTP will be responsible for is unrealistically long and complex. It appears that those on the JTP would have more than full time jobs. The list of responsibilities should be reviewed for their appropriateness and the ability of the group and staff to handle. The expectation for the JTP is very high based on the list.

I concur with the general need to upgrade both the facilities and the experiences offered in Juneau for the destination market but it is also important to point out that there are some excellent resources and examples in the community. There are a number of world class experiences offered in Juneau and some highly skilled guides that should be utilized in addition to the outside help purposed.

It should also be made clear that while government can foster a supportive environment for development of the sort discussed in the draft plan (often it does not) it is almost always the entrepreneurial and creative individuals that are crucial to figuring out what people are looking for and how to do it. I would not place too great a burden on the JTP or the government to develop those ideas.

The idea of a Floatplane Museum is a good one except that the concept is too narrow and should be expanded to encompass the full aviation history of the area including helicopters.

There are some basic facts that should be checked in the Tourism Resources section. The Juneau Icefield is 1,500 sq. miles, the Mendenhall Glacier is 12 miles long and I would question whether Glacier Bay is 3 million sq. miles.

There are many other details and assumptions that I would be happy to discuss with more time but overall the plan lays out a bright future for Juneau in tourism. While we might argue about the details and how we carry this plan out the broad concepts are good and should serve as a

From: Becky Carls, Fritz Cove Rd., Juneau  
To: Appropriate folks  
Re: Juneau Draft Tourism Management Plan  
April 19, 2002

[Just a note to start...I appreciate the amount of work which has gone into this document, however, I would have appreciated reading this entire document a lot more if it had been run past an editor or at least a proofreader before it was sent out to the community. There are many, many errors which were very distracting. Please review the document more carefully before submitting it in its final form. I made notes in my copy if you need some help.]

The Tourism Management Plan (TMP) is a very ambitious. It will be wonderful if mitigations to current problems can be accomplished in the time-frame as listed. I agree "that the challenge was (is) to manage it (tourism) to enhance their (our) quality of life, not compromise it." (Pg 32). But the statement on page 43 was great: "Clearly, Juneau is in the tourism business and must organize itself to respond to the opportunities, challenges and issues it faces in ensuring that tourism sector activities enhances (sic), rather than comprises (sic), the community's quality of life." Did you mean 'compromise' in place of 'comprise?' But the TMP moves in a direction in which our quality of life will be comprised of the tourism sector and little else. If the efforts being required by the plan were put into keeping the capital and improving the lives of the most needy among us, we would indeed be a capital city the whole state could be proud of.

Conclusions are drawn about how the community feels about various issues, but this was not determined by a vote. The polls used were not random, scientifically conducted polls, but were instead responded to by those individuals who cared to respond and in the 4<sup>th</sup> poll, by those who read this long document (at least in theory they read it). This should be stated early in the TMP.

Throughout the document numbers of tourists are mostly from 1999 and 2000. It would be nice to update the document with figures from 2001, even if only for the cruise ship tourists. Repeatedly the number for 2001 is an expected figure, when it should be known by now. The numbers should also be consistent throughout the document.

I object to your stating on page 7 that the differences in outlook between public employees and folks employed in mining, timber, and fishing is what "generate(s) some misunderstanding and community discourse." It is wrong to lump folks into these categories, a gross oversimplification of the cause of our problems, and incorrect to draw this conclusion.

There is a strong segment of the population (41% in the poll) who want to see cruise-ship numbers decrease. That is a large number and does not seem reflected, nor spoken to much, in this document. 62% of Poll 1 respondents want to maintain or decrease the number of cruise-ship tourists but this plan seeks to increase their numbers. On pg. 42 the plan seeks to "maintain and strengthen" Juneau's cruise tourism market.

I was pleased to see that the JTP will work cooperatively with other places in SEAK in promoting tourism. We need to be sensitive to the other communities in Southeast.

Pg. 42 "Industry cannot make Juneau a successful destination by itself - it needs a partnership with government..." It seems that once the TMP is adopted, very few actions will be taken in CBJ unless the effects on the tourism industry are taken into account. To the best of my knowledge, no other industry or employment sector has this kind of power over the rest of the town and it is wrong! Even if JTP is created as a non-profit agency, it seems to be set up more for the profit of the tourism industry than the citizens. There is so much money and effort that will be directed to tourism once the TMP is adopted that I wonder if much will be left for the ordinary citizens of Juneau.

Pg. 37 "This team reads flightseeing as an issue that must be addressed, however, if tourism is to continue in Juneau." I would prefer to see that read "flightseeing noise is a problem that must be solved." This has been a sore spot in many polls, meetings, and studies concerning tourism problems in Juneau. If this could be resolved in a manner which greatly reduces noise at residents' residences, I believe there would be far more support for the tourism industry in Juneau than there is at present, and the TMP claims to want broad support from the community. I am not sure that new heliports are "the" solution, but until one is found, the TMP should have other solutions which could be more quickly implemented. Routing all copters around the backside of Douglas Island and up/down the Taku River, returning the helicopter route over Mendenhall Peninsula to the same route the jets use, and voluntarily lowering the number of landings until a more permanent solution is found are examples which might help this year!

At some point the plight of many residents who are forced to live with the continual noise all "summer" must take precedence over the convenience of the tourists and the length of time a tour takes. We have been asked to be patient for at least 6 summers and you are asking for us to be patient for at least 3 more! I strongly doubt that the new heliports can be ready in 2 and 3 years, if they are ever built. There should be short-term alternative solutions presented in the TMP and alternative long-term ones as well. Many proposals have been made at numerous public meetings if you need suggestions. Folks have suffered for YEARS with the flightseeing noise in their HOMES. We need relief soon! 100% of the "summers" since we have occupied our home and 1/3 of the "summers" since we moved to Juneau have been spoiled by the blight of helicopter noise.

If the community decides after more study and consideration of the neighborhoods involved to create new heliports, Phase 2 should follow right behind the footsteps of Phase 1 and not wait until Phase 1 is done, or Phase 2 will be far behind the target date of April '05. Ideally this should begin with narrowing the possible sites for Phase 2 by the end of the tourism season in '02, so that noise demonstration studies can be done this summer for both Phase 1 and Phase 2.

I thought it was interesting that in a footnote on page 41 you stated "Tourism can be managed to reinforce those values - or, as in such places as Disneyland or Las Vegas, tourism can proceed at its own course...." One of my very best friends lives in Las Vegas. Helicopters were flying over her neighborhood on their way to the Grand Canyon. This did not last more than a few weeks. One call from the mayor to the helo companies and they were told to fly a different route that did not go over homes. Wouldn't it be nice to get such a supportive response from our Manager or the Mayor and Assembly!

The updates to the Comprehensive Plan do not indicate any management of tourism. Policy 2.12 should be amended to read "...natural resources, making a positive contribution to the community's quality of life and protecting that quality of life." And Policy 2.12.1 should read "The CBJ shall promote and manage tourism in accordance...." Also, where are the new bed and breakfasts and "small hotels" expected to be located? I hope they will be far from residential areas. Some new hotels in the airport area have greatly encroached upon long established residential neighborhoods. "Small hotels" and larger (more than 3 rooms) bed and breakfasts are not appropriate in residential neighborhoods.

It seems beyond the scope of the TMP to be asking the Forest Service to speed up its permit process. It could suggest that the JTP consider doing so, but to have dedicated funds in the budget to do this seems out of line. It could also lead to development moving too quickly once again as well as causing problems instead of preventing them in the first place, which is one of the reasons for a slower permitting process. Also, why should the USFS donate to the JTP budget?

Which brings up...On pages 109 and 111, why is the budget for the JTP being established before the Tourism Management Plan is ever adopted?

Regarding impact management: What if the response to a complaint by the business involved is inadequate, inappropriate, or does not happen at all? What if solutions/mitigations to tourism impacts are ignored or not implemented? The public needs more assurance written into the TMP that action will be taken on our behalf. You acknowledge that the current impacts are real and significant, but the plan's response is weak. The TMP is biased toward tourism promotion and needs more emphasis on managing tourism impacts.

Regarding the seats on the board of directors: I would like to see the three "Public" representatives written into the plan as being folks who are neither a business owner or a family member of a business owner, nor a person who works in the tourism industry. Otherwise it seems that the representation could appear to be less than equally balanced between business and non-business interests.

Regarding the JTP Executive Director: Much emphasis is put on how this person will be working hard for the tourism industry, but almost nothing is said of this person's role in managing tourism impacts. This person needs to be sensitive to the needs/desires/wishes of the community at large not just tourism and related businesses. They should be seen as working for the best interests of the community as a whole and not just the industry. Otherwise the tourism industry should be paying for this whole JTP thing out of pocket since it would seem to be strictly promotional.

I thought it was interesting to find the convertible plaza between Marine Park and the library proposed in the Tourism Management Plan before the Assembly had acted on it during an Assembly meeting.

Section 7.2.1 The waterfront vision should support the "proposed" tourism future for the City (instead of "accepted" as you have written). Nothing has been accepted yet. Regarding the

**Barbara Sheinberg  
739 5<sup>th</sup> Street  
Juneau, Alaska 99801**

April 19, 2002

City and Borough of Juneau  
ATTN: Maria Gladziszewski  
155 S. Seward Street  
Juneau, AK 99801

Dear Ms. Gladziszewski,

Please accept this brief comment on the draft Tourism Management Plan. I believe that the process has been good, and that generally the Plan's tourism-related "Intentions," "Vision," "Policy," "Strategic Tourism Positioning statements", "Strategic Growth Directions for Juneau Tourism", and "Tourism Product Development Themes" are very good. I suspect people will agree, and this brings us as a community very, very far along to embracing a direction for both positive tourism growth and management. The City's actions now to address and mitigate flight seeing noise and downtown congestion are positive steps that implement the path set out in the plan.

However, I am not sure the Juneau Tourism Partnership (JTP) superstructure/agency is the right vehicle to implement the Plan and manage Juneau's tourism. I was quite surprised to see the level of effort that went into fleshing out this management structure. While I agree that there is a fundamental problem with many different arms of the City all having roles in tourism --- which is based in part on institutional construct --- I am not at all convinced that the JTP is the mechanism that will be successful in Juneau to address this real concern.

I don't want to lose the good work in the Plan simply because it is premature (in my view) to adopt the recommended JTP implementation mechanism. Thus, I would recommend the City consider adopting chapters 1; 2; 3; 6 with the proviso that it is important to manage the impacts as laid out in chapter 6, but *who* manages the impacts has not been adopted yet; chapter 7 with the proviso that it is important to conduct product development as laid out in chapter 7, but *who* conducts this work has not been adopted yet; and so on for chapters 8 and 9. I think more consideration is needed before the City adopts the JTP. It may be the best solution, but alternatives have not been explored - at all. Alternatively, the contractor could be asked to final the Plan but move all the JTP language to an appendix. All the direction they have developed in chapters 6-9 is important embrace and get moving on - it represents significant progress to get Juneau's citizenry onboard with these actions - but one could lay this all out without

putting the onus on the JTP to be the body to accomplish it. Let the City figure out the best mechanism, with the JTP as one option to consider.

Thank you for your consideration and all your very hard work, on what is generally a good Plan that was prepared with a good process.

Very truly yours,

A handwritten signature in cursive script, appearing to read "Barbara Sheinberg". The signature is fluid and includes a long, sweeping tail that extends downwards and to the right.

Barbara Sheinberg

Alice J. Rarig  
4425 Taku Blvd.  
Juneau, Alaska 99801

May 29, 2002

City and Borough of Juneau Assembly and Mayor Sally Smith  
City Hall  
Juneau, AK 99801  
Re: Juneau Tourism Management Plan Final Draft

Dear Assembly Members and Mayor Smith:

I am writing to comment on the Juneau Tourism Management Plan Final Draft. I am currently serving my third year as President of the Board of Trail Mix, Inc. and I have co-chaired the Trails Working Group with Cathy Munoz. The comments I consider most important to give you have to do with the differences between Trail Mix and the Trails Working Group, on the one hand, and the entity the consultants are proposing for implementing the draft plan which appears to be modeled on Trail Mix and the Trails Working Group.

Please recall that the Trails Working Group was established by the Board of Trail Mix in response to then-Mayor Egan's letter to Trail Mix asking for assistance with a set of issues of rather limited scope. I mention that this has been an *ad hoc* group with specific focus, continuing its existence voluntarily in order to complete its original charge, based on the Mayor's request and Trail Mix Board's response. We in Trail Mix saw this activity as a service we could provide related to our mission, and the "partnership" between the voluntary non-profit organization and the community government was the key.

CBJ Parks and Recreation Department provided support in the form of distributing minutes and assembling materials, which was important since Trail Mix did not have the staff or equipment capacity for those aspects of the activity. We carefully selected business representatives who had specific knowledge of the trails and areas under consideration as well as familiarity with the "industry" perspective, who had demonstrated willingness to work constructively in the "voluntary compliance" realm, and who were long-time local residents.

The Trails Working Group has thus been a very different arrangement from the so-called "Juneau Tourism Partnership" (JTP) that the consultant report proposes.

Trail Mix may have been erroneously seen by the consultants as a model for the "partnership" idea. I see Trail Mix conceptually as a voluntary not-for-profit organization established by community residents with energy and concern for trails stewardship. Their interest and eagerness to bring together the trail "owners" (Federal, State and City) to solve problems related to this joint property for the public good, which is presumably the purpose of all the public owners, has worked well, and might be considered a partnership among existing entities. These public partners with community volunteers are a very different mix from the entities expected to be partners in the so-called "Juneau Tourism Partnership."

The proposed JTP is not a partnership with the community – in part because the community does not have a way to decide who speaks for it in such a forum. In contrast to the lack of any defined champion of Juneau residents to "partner" with others, the business interests are groups of "for profit" firms, large and small businesses referred to in the Draft Plan as (1) the "local tourism businesses" and (2) the "international cruise tourism industry." It is not clear who should/would speak for them as a group, either, but they do have existing associations. Even the staffing suggested for the proposed JTP is to provide for a tourism consultant, not consultants on environmental assessment or livable communities or other kinds of expertise that might be

relevant. What is needed in this domain is active government leadership, fact-finding, and problem solving. Responsible planning needs to be an on-going public process.

We appreciate acknowledgement of Trail Mix and the Trails Working Group as groups that have made a constructive difference in Juneau in recent years. But I, for one, object to having our successes in one realm transferred without clear thinking to a very different realm, especially one like “tourism” where profit motives are present.

The community side of the supposed “partnership” is not clearly defined in the plan. If there were an existing alliance of community-based problem-solvers with respect to tourism issues (Cruise Control and the group concerned about flightseeing noise are the existing interest groups I am aware of), independent of city government, the city might ask them to work with the industry interest groups on some specific issues. I do not see that in the proposal for the JTP. This is a very lop-sided “partnership.” As I recall, the Tourism Advisory Board had similar problems. Public representatives “at large,” without an organizational base of their own, do not have similarly focused or congruent interests or motivations, and may be unable to “represent” the public, because the public’s interest has not been ascertained.

City government has roles and responsibilities for protecting the public good that cannot so readily be given over to a private not-for profit entity. The laundry list of assignments to the proposed JTP reveals this dumping of responsibilities on a group that has not been elected, has no clear legal accountability to the public, and in fact obscures the public and private roles that should be dealt with through more routine public processes.

I would suggest looking closely at the list of assignments, roles, functions, etc. and considering with a fresh look which activities/functions are most appropriate for various entities:

1. City staff in a department that can manage reporting requirements, regulations, etc. with the support of city legal department, city manager, grants and contracts administration, etc.;
2. Existing city committees and agencies that already have responsibilities for planning, zoning, managing city facilities, etc.;
3. Ad hoc committees or potentially new standing committee(s) of citizens only might be given a charge to examine specific issues and report back to the Assembly for action on such questions as congestion, air and water pollution, noise abatement, etc. – committees that might have some staff support for specific periods, on a *specific* charge; they should invite input from outside interests as well as local in order to find proposals for solutions;
4. If negotiations with the two named industry groups are needed, and perhaps even joint planning efforts in which they can participate as “partners,” then these specific activities need to be selected. One topic that seems appropriate here is to work toward a *planned tourism growth rate* that the community can deal with more successfully than in the past. Perhaps this is the appropriate assignment for the proposed committee, provided the accountability issues are clarified, and the public/citizen representatives can articulate the concerns reflected in all the polling efforts this time around and prior opinion polls showing overwhelming support for no more growth or slower growth of cruise passenger volume.

Although there is some acknowledgement of “heritage and cultural values,” the message of the Draft Plan focuses on their value as assets to be marketed, rather than as values essential to community well-being.

On cruise ship passenger volume, the web polling (which reflects the thoughts of people who were willing to answer the kinds of questions asked -- these created a barrier for some potential

participants) strongly indicates support or tolerance for more independent tourists but much anxiety about continuing rapid growth in numbers of cruise ship passengers. Keep in mind the number has increased by 50% since the 1999 McDowell survey that already found one third of respondents wanting a *decrease*, and nearly half of residents wanting *no additional number* of cruise ship passengers per year. In an earlier survey, back in 1995 when volume was about 400,000 per year, the responses were more evenly split between those who could accept more passengers a year and those who wanted no increase, so it would seem that somewhere between the recent 500,000 to 700,000 jump we have reached a limit in the eyes of a large majority of the population. The draft plan does not point out this apparent change in attitude.

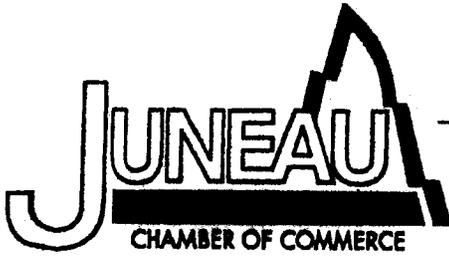
It is impossible to address all the questions raised by this lengthy draft plan. I trust that the comments of others and your own assessment will identify other issues and help you consider next steps. I will comment on just a few other specific concerns of mine:

- a. "Fast track" permitting processes should NOT be done. It is hard as it is for the public to get information and make comments without time periods and processes being cut short.
- b. Marketing is not an appropriate task for the same group that is trying to manage a resource.
- c. Values other than recreation and catering to tourists who bring in money ("high end" tourists) must be kept in mind: Juneau is
  - home to about 30,000 of us – not a destination, but where we live and work,
  - the capital,
  - an important regional center, transportation and economic hub,
  - an educational center,
  - caretaker of key elements of Alaskan history, and
  - protector of environmental balance for a large piece of the marine and mountain ecosystems.
- d. Trails are an asset that need investment if they are going to continue to be attractive to local residents and visitors; they need a *regular* source of funding to be attractive and more safe, and only major *new* investment can provide new trail resources to meet potential demand from tourism of the destination or cruise ship variety. Juneau has benefited for decades from the effort of volunteers who love trails.
- e. State Transportation Improvement Plan and State Parks should both be contributing more than they are to improvement of the Juneau public trails, parks, visitor center, and outdoor activity infrastructure. The City Assembly can influence the priority list for the STIP and has done so; coordinating the STIP priorities with Docks and Harbors improvements and various park and recreational developments is a good idea.
- f. For State Parks improvement, the Assembly might address the State Legislature to allow state park receipts to be used to improve state park infrastructure that benefits communities.

In conclusion, I hope the City Assembly will provide a mechanism for culling the good ideas from the draft plan, and making appropriate assignments, without adopting the overly ambitious proposal for a one-committee-can-do-all effort. Remember that there is no "partnership" if you can't articulate clearly who the "partners" are, and whom they really represent.

Respectfully yours,

Alice J. Rarig



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3100 Channel Drive, Suite 300 • Juneau AK 99801  
(907) 463-3488 • Fax (907) 463-3489

June 3, 2002

Dear Mayor Smith and Assembly Members:

The Juneau Chamber of Commerce's Tourism Committee met this past week for purposes of reviewing the final draft of the Tourism Management Plan.

The Committee acknowledges the proposed Tourism Plan contains a number of good suggestions, makes some viable recommendations and compiles the issues in one document. The Committee, however, has serious concerns with the proposed governing structure, the Juneau Tourism Partnership. Our concerns are based largely on the failure of the CBJ's two previous attempts to create a "balanced" citizen/industry forum. Because of the significant financial investment required by Egret's plan, it is critical that this third attempt be successful. The Chamber and its members are concerned that the proposed JTP creates additional, duplicative bureaucracy with corresponding costs and puts a substantial burden on the shoulders of the individuals asked to serve on the board.

In 1995 the Assembly established the first "collaborative" body to deal with CBJ tourism issues – the Tourism Working Group. This committee evolved into the Tourism Advisory Committee, but both nine-member groups were essentially comprised of the same general make-up in membership. Each had no more than three tourism industry representatives and the remaining members were basically "public" members assisted by professionals from the Forest Service and CBJ staff. The Assembly appointed committee members who represented balanced but broad-based community perspectives.

The JTP is not configured differently from the TWG and the TAC and we believe it is appropriate to question why the JTP will succeed when its previous iterations did not.

In our view, what has been missing all along is significantly increased coordination among CBJ agencies and boards charged with developing, funding and implementing public planning and economic and infrastructure development, especially in regard to tourism. With that mission in mind, the Chamber and members of other economic development organizations have brainstormed a potential alternative to the JTP.

The idea, in general, is to create a second deputy manager position with the specific charge of coordinating among the key economic planning and development agencies, boards and departments (creating a Juneau Planning Network, for example). Many of the boards and agencies listed are comprised of Juneau citizens who are appointed or elected to their seats and professional staff members trained in their field of expertise.

The public would have a minimum of three opportunities to provide input, guidance and constructive criticism. 1) Citizens can apply to serve on these boards; 2) they can attend board/agency meetings; 3) they would be invited to attend meetings of the JPN and the required public hearings for CBJ plans and projects.

Other benefits of a cross agency network are:

- a. It provides for the coordination called for in the Tourism Plan.
- b. It is a long term solution that will gradually implement components of our tourism plan, without the risk of being an "experiment" that may or may not be successful.
- c. It not only eliminates another layer of bureaucracy, it utilizes organizations already in operation.
- d. By establishing another assistant city manager position whose primary task is to oversee the implementation of the Tourism plan, the stature of tourism issues is elevated.
- e. This proposed governing structure offers a wide range of opportunities for both public and industry input.

It should be understood the JTP Network can still include an end of the year tourism public forum, and it does not diminish or alter the roles of the CBJ boards and commissions.

Implementing any tourism management plan is likely to be an expensive proposition but our proposal significantly reduces the ongoing expense of supporting another organization.

The individual hired for the new assistant manager position must have a solid background in tourism, preferably in planning and development, as well as strong organizational and people skills. Under any tourism structural arrangement, all issues would ultimately be determined by the Assembly.

We thank you for the opportunity to provide this alternative approach and look forward to continuing to work with the Assembly on tourism and other economic development issues.

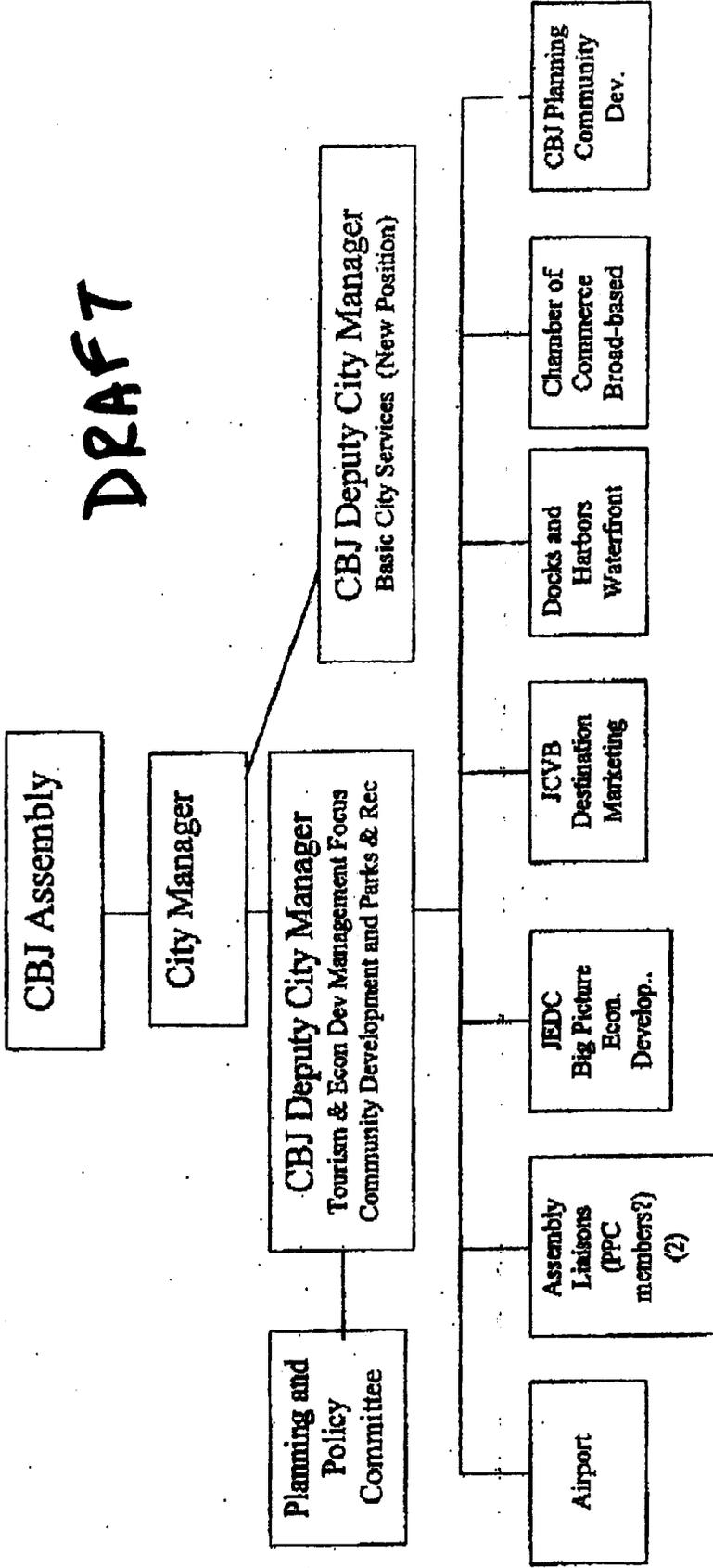
Sincerely,

A handwritten signature in black ink, appearing to read "Jamie Parsons", written over a large, light-colored circular mark.

Jamie Parsons  
Executive Director

Enclosures: Suggested Organizational Chart  
Tourism Committee Roster

# DRAFT



- Tasks:**
- 1 Review Tourism Plan – identify actionable items, evaluate budget, timeline, in coordination with Comprehensive Plan.
  2. Conduct statistical survey to validate long range tourism plan assumptions.
  3. Coordinate efforts of standing CBJ boards and other economic development organizations.
  4. Provide collaborative public process through established public hearing requirements.
  5. Assist with product development through zoning, market research and trend analysis, etc.
  6. Evaluate, coordinate & implement past and current studies.

**Big Picture Issues to address:**

Identify areas of commonality and conflict between Comprehensive Plan and Tourism Plan.

Compile and coordinate waterfront revitalization and development plans.

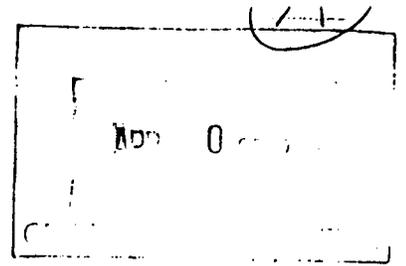
Congestion – Comprehensive Parking Plan, vehicular (private and commercial) and pedestrian flows.

Management of impacts: Identify and develop management tools to address volume, infrastructure and flightseeing issues.



## COASTAL HELICOPTERS, INC.

LOCATED ON THE JUNEAU AIRPORT  
8995 YANDUKIN DRIVE JUNEAU AK 99801  
(907) 789-5600 FAX (907) 789-7076  
e-mail: coastal@gci.net



April 29, 2002

Mayor Sally Smith  
Juneau Assembly Members  
155 South Seward Street  
Juneau AK 99801

Dear Mayor Smith and Assembly Members:

Thank you for taking the time to review comments on the tourism plan. After having spent many hours reading and trying to think logically (rather than emotionally) about the Juneau Tourism Draft, I wish to make the following comments.

First let me say that I think the idea of a Juneau Tourism Partnership is excellent. After having said that, I wish to remind the Assembly that while I like the overall concept the "Devil can be, and often is, in the Details." I appreciate that Mr. Harvey and his team made an extraordinary effort to get members of all areas with interests in tourism (both those for and those negative towards tourism) to buy into his recommendations.

I apologize to Mr. Harvey if my silence when he asked me for approval prior to having read the draft, indicated acquiescence. I seldom buy from a catalog and try NEVER to buy a "pig in a poke."

Understanding that I may be considered by some to be an "obstructionist" or "negative" toward improvements, let me say that is not my intent; however, I feel compelled to make what I hope will be constructive comments. There are areas that I think need to be called to your attention.

Postives:

- 1) As I understand the JTP's proposal for helicopters, at this time I see no problem with the proposed helicopter plan.
- 2) I understand there have been changes in the original draft that will allay many concerns about the JCVB marketing function. Assuming those changes have been made, that is positive.
- 3) The idea of making training available to tour operators is good. JCVB at one time had a tour operator training program that was very good. Concerns related to this area are listed below.
- 4) Performing Arts Center – I truly love the PAC in Anchorage and would love it if Juneau had one equally as outstanding. In the long term, if we keep the capital, continue to grow tourism, and develop other local income to pay for it so we can

afford such a project, I will be passing out petitions and will be first in line to vote for it.

- 5) Like the idea (page 82) of drawing additional residents and visitors from neighboring communities into downtown Juneau to boost Juneau's economy.
- 6) The fall tourism forum is a good idea. We seem to spend most of our fall and winter in some kind of meeting and an organized, informative forum can be productive for all of us.

Concerns:

- 1) The JTP BUDGET (pages 60 & 61). I am sure you are onto that – but wish to reiterate that \$500,000 to start a new city department, especially in our current financial situation, does not seem to be the best expenditure of funds. I won't go into detail about my objections to this budget, but will be happy to discuss them with you if you wish.
- 2) The "Special Projects Officer" in the new organization chart (page 49) does not seem to have responsibility detailed in the "New Responsible Party" charts on page 50 through 54. It may be there, but I checked each page several times and didn't find it. If there is no real necessity for this "officer," I suggest it be deleted.
- 3) Training – (page 77) I think it is wonderful to have tour operator and guide training available. JCVB used to have tour training programs that were very good (maybe they still do). I would like more definition on intent. Would not want to be required to send my employees for CBJ "certification" before they can come face to face with a tourist. Voluntary training is one thing – required by the city is yet another.
- 4) Destination Lodges (pages 77 and 78) "amending the plan to designate areas for small scale lodging (bed and breakfasts, small hotels of up to 25 rooms) ..." I think B & B's are wonderful and think they should be encouraged. My confusion comes from the language. There are several B&B's in Juneau who have struggled in the last couple of years from lack of clientele. Am not quite sure what the intent of this part of the plan is. Would like to have more explanation. If we improve the numbers of destination travelers, I bet there will be enough local entrepreneurs who will locate places to put them. Why do we have to "designate areas?"
- 5) Page 100 speaks to building a new community away from Juneau so visitors will not be shuttled into downtown. Where would that "new cruise destination off Juneau's road grid" be? Is he talking about building a cruise community such as the ships have developed in the Pacific Islands that belongs to the cruise ship companies? Would that be a Juneau development or a cruise line development? What happens to Juneau's current downtown tour shops? Also, I remember Goldbelt indicated they have plans to build a tour community on their own property. I don't think the City should supercede their efforts.
- 6) Am concerned that after only a few months in Juneau Mr. Harvey feels he is the correct person to designate (by name) those to be appointed to a Board of Directors for a new city Department. I have no problem, personally, with any of those named, but the city has a standard procedure for appointing boards and commissions and that procedure should be followed.

- 7) The Poll - I wrote Bob Harvey about my concerns on the validity of the JPT Draft Poll. The choices were: 1) I like it 2) I don't like it because it is pro/anti tourism 3) I don't like it because it is pro/anti community. There was no option for: "I think it is a bad solution."

Even though I have reviewed the entire document, there are probably areas I missed or did not understand on the first reading. I will continue to review during the hearing phase, and you will probably hear from me again (surprise). I understand there have been some changes to the first draft so many of my concerns may have been answered already.

With a concerted effort among all of us, maybe we can get a viable, acceptable tourism plan without our elected officials abdicating their responsibility or without a lot of trauma to the community.

Sincerely,

A handwritten signature in cursive script that reads "Dorothy S. Wilson". The signature is written in black ink and is positioned below the word "Sincerely,".

Dorothy S. Wilson

-----Original Message-----

**From:** Bremner Don [mailto:Don.Bremner@sealaska.com]  
**Sent:** Sunday, May 05, 2002 10:26 AM  
**To:** Borough Assembly  
**Cc:** 'bobharvey@egretcommunications.com'  
**Subject:** CBJ Tourism Plan Comment

Dear Mayor Smith and Members of the Assembly;

Thank you for the opportunity to comment on the Tourism Plan. I will be out of town on a family emergency when the public meeting takes place to adopt the plan so wanted to take a minute to share a couple of points:

1. In regard to having either Goldbelt, Sealaska, or T&HCC having a seat on the JTP Board should be a hands down yes! We are the representatives of Native culture in the community which is a fast growing product, and marketed as such. This is no different than arbitrarily having seats for individuals, or industry seats for members who represent the cruise boats, or transportation or land based attractions. It's the same thing, except we represent the voices of Native cultural products.
2. I know it is a difficult decision but at least in my mind in regard to the marketing contract I can see how important it is for the JCVB to continue with this role, but they have not shown what they will do to increase the value of year round tourism, or even to increase the value of staying in Juneau during the fall, winter, spring months. As I see it there is still space even during the summer months that can be filled.

Before moving forward with this it would seem like the JCVB would at least speak out publicly and be required to at least present an outline of a plan that will be pursued and not sit back and let the Assembly speak for them. Most interested citizens can go to the library and track the many Tourism plans done by CBJ, via the McDowell Group or Barb Sheinberg & Associates. Even looking at these many plans an average citizen can see that there is still room to improve marketing in the summer months, and most especially in the fall, winter, spring. It would not take people of their experience to at least speak out in public meetings and represent themselves with even an outlined plan. Otherwise, I would seriously look at contracting with a firm that is already plugged into markets that promote these seasons, and our type community.

3. If I recall there was some question about raising the bed tax to increase revenues, etc. I don't see this as a solution to the lack of proper marketing of Juneau. All this does is place the burden on the independent traveler that we are wanting to attract so they can come and stay in our local hotels more often throughout the year, and on a longer basis. Raising the bed tax places the pressure on individual hotels to perform more with less clients. It seems like if JCVB pursued clients with a very intense quality marketing effort today we could avoid increasing bed taxes.
4. Before any final manpower decisions are made it would seem appropriate to get from each person and organization signed commitments from them that they will implement CBJ rules, policy, codes, etc. in addition to any tourism plans that come out of this master plan presented by Egret Communications; and, it would seem appropriate that CBJ Assembly adopt Resolutions committing to a Tourism Mission statement, guidelines and principles such as presented by the Native Community in the addendum. It only seems appropriate to make a strong public declaration to announce our intentions to the world! so to speak.

Of course, again, my main interest is in seeing Native Culture represented in the plan, and CBJ is taking a very futuristic step in wanting to work with the Native community so this effort is very much appreciated. However, if Juneau does not succeed in the area of tourism we all do not succeed because local stores, restaurants, and hotels would not be able to offer the services and jobs that they do for our community members of Juneau and S.E. Alaska. I think it is important to keep it in front of our eyes that "Juneau is still the Hub of S.E. Alaska." There's no denying that so we have a greater responsibility to one another for success in our community, this is why I speak out, I don't know about the rest of the folks.

Thank you,  
Don Bremner

Joyce Levine

Pg 1 of 4

City Borough of Juneau  
Division of Tourism  
Municipal Building  
155 Seward Street  
Juneau, Alaska 99801  
May 26, 2002

To the Division of Tourism:

As an active resident of Juneau, I envision many ideas that need to happen so that Juneau can be a tourist destination, yet not be overwhelming to those residents that live here who have become disgusted with the present way the City is managing tourism. The majority of the people in Juneau need to feel good about the plan you decide on as a positive step forward for our city and not be on the same present path of more and more tourists. Below are my comments on the Juneau Tourism Management Plan.

I. I truly believe that Juneau has gone over its maximum on the amount of cruise ships that are allowed into our port. One of the greatest problems our world continues to face is the reliance on petroleum. If we continue to have bigger and more cruise ships coming into Alaska, in another 8 years or so (as predicted by the conference held in Switzerland on petroleum) we will be in danger of not enough fuel to go around. It is a fact that airplanes are a much more efficient energy source than cruise ships. I think that the City of Juneau needs to set up a plan to limit the amount of cruise ships allowed into the City Borough of Juneau and insert that in the Plan. I do not think that building a second port is the answer. If instead of attracting cruise ship traffic, we encouraged more people to visit by airplane, it would bring more tourists to stay at hotels, go to restaurants, buy at local stores, etc, than passengers who arrive on cruise ships do. I was very very disappointed to not see anywhere in the Tourism Plan any mention of limiting cruise ships. I do not want to see a second port as that would not alleviate the problem of too many cruise ship tourists into Juneau.

MAY 29 2002

CBJ Manager's Office

2. Downtown congestion has continued to grow with the cruise ship industry. It is important that our marketing is, as we talked about, geared toward higher end tourists so that we can take in the revenue for tourism with a lesser amount of tourists. It is frustrating to see Tlingit looking dolls that are marked, "Made in Japan" or other similiar products. If we are going to sell Juneau, then there needs to be more quality added than the direction we are going. It seems that many residents are starting to compare downtown Juneau with Disneyland. A hundred years ago when Juneau was a thriving mining city, many good citizens did not go to the South Franklin Street area because of all the people that were selling their souls to prostitution. Now many citizens avoid that area as it seems the City of Juneau is selling its soul to the cruise ship industry. We need to look at who we are marketing to and actively gear our marketing toward higher end tourism.

3. To help alleviate the problems associated with congestion, I think that Capital Transit service needs to be increased so that more residents are taking buses instead of cars into downtown. By setting up Park and Ride, many residents in the valley would have an alternative to driving into downtown. By setting up a Downtown Shuttle, many residents in the downtown area, would also have an alternative to driving. It is important that the City cut down on the congestion in downtown and a good way to do that would be to increase Capital Transit service. By doing so you would not only alleviate some of the problems of downtown congestion, but you would also be giving the residents a way to be more fuel efficient, a way to not have the hassles of parking, and give a much needed service to our residents as a benefit to our community.

4. I have serious concerns as to whether the idea for the Juneau Tourism Partnership could work. I presently see how the cruise ship industry manipulates the City of Juneau. In light of all the residents comments over the years regarding noise, air pollution, water pollution, helicopters, and congestion, I have not seen the cruise ship industry actively working

toward positive problem solving solutions. It seems that Juneau is bending over to accomodate the cruise ship industry. The cruise ship industry gives minimal assistance toward problem solving. It seems the City is in fear of the possibility of the cruise ship industry threatening not to come to Juneau. Presently it seems as though any money the cruise ship industry pays in fees to Juneau, the cruise ship industry wants that money only going toward cruise ship services, repairs, and construction. As a city, we do not cater to any other resource or industry the way we are catering to the cruise ship industry. We need to put what is best for our residents first before cruise ship tourists when it comes to decisions in regards to tourism. The cruise ship industry needs to pay for the impacts that they cause.

5. I would like to see the City of Juneau work together with residents of the community to find solutions to problems. Presently it seems that by putting the plan for a heliport in Thane at Dupont, we are taking a problem from one neighborhood and giving it to another. That is not a solution. It is bad planning to put one neighborhood against another when we are saying that we are trying to work together. If helicopter noise is a problem where it exists, then other solutions need to be looked at and not move the problem to another neighborhood. Quieter helicopters are a solution, but we are not demanding that from the businesses which create the problem. If the helicopter companies charged more for their flights and had less flights, they could make the same amount of profit, and have less noise. The City is setting up a plan to put the problem on the back of the residents of Thane and that is not problem solving.

I encourage the City of Juneau to understand that it is not enough to make a plan for tourism that the cruise ship industry will agree to. We need to come up with a plan that the majority of the community will trust is in the best interest as far as welcoming tourists to Juneau, yet not giving up our souls to do it. If we are truly going to work toward creating a

Joyce Levine

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positive atmosphere for our community and make visitors feel warmly welcomed, we need to decide on ideas that do not continue to cause more and more negative impacts on our community life or that put one neighborhood against another. Please fully consider my suggestions and keep me informed as to any further meetings regarding impacts on Juneau of the cruise ship industry. Thank you.

Sincerely yours,



Joyce Levine  
P.O. Box 21705  
Juneau, Alaska 99802

-----Original Message-----

From: Anne Fuller [mailto:fernleafgt@yahoo.com]  
Sent: Saturday, June 01, 2002 5:30 PM  
To: Tourism Coordinator  
Subject: comments on Tourism Plan

May 27, 2002

Comments on Tourism Plan

We read that the Comprehensive Plan will say tourism sector is Oprotecting Juneau's heritage and cultural values and its natural resources and making a positive contribution to the community's quality of life. This strikes us as a wonderful goal that will take hard work to achieve.

We hope that the Juneau Tourism Partnership will be an open institution of our local government. Frankly, we've had to yell to get the cruise industry to admit that the number of people disembarking here may affect our town, to explain how the ships handle human waste and trash, to confess that the air pollution from the smokestacks could be limited, etc.

We wonder how we can be sure the JTP will work to achieve consensus, produce annual reports, and properly discuss impacts every November.

In Chapter 7, the JTP is described as assisting local entrepreneurs. We like this and hope that the cruise industry will be open about the way they book passengers onto shore tours. We don't think the JTP should let the cruise ship companies determine what's offered.

Now for a few specific suggestions:

In the descriptions of nature-based destination experiences in page 90 of the March 2002 report (in the library's copy), we were confused by the word "ecology". For instance, in "Bear-related activities such as photography, ecology, participatory research", we see that a visitor might photograph a bear or participate in research on bears, but we don't see a visitor doing ecology. We think vendors might want to offer work opportunities (to build bear-proof containers), creative opportunities (to write about or paint bear habitat and bears), and learning

opportunities (which should, in fact, include specific scientific knowledge regarding the ecology of the area).

We think the JTP should work with the University (especially in training guides and offering Earthwatch or Elderhostel opportunities). We think the JTP needs to work with USFWS scientists, Discovery Southeast naturalists, and Alaska Discovery wilderness trip leaders (as well as other locals) to develop the training of guides.

Why on earth would we want to contract the convention center operation out of city government? We need to see some facts and figures about this action.

Yes, please use revenue from the visitors to fund Park and Ride shuttles so that residents and employees can easily use buses and will drive fewer cars to and through the downtown waterfront area. We need to reduce the number of vehicles from the Yacht Club to the Rock Dump.

The list of events and activities was interesting, but it's not finished yet. No, we don't need to provide visitors with an IMAX theater. Yes, seaplanes are okay. Yes, fishing can be emphasized. Yes, walking through the forest is an important part of what makes Juneau special. Yes, Alaskan artists and craft workers (working and instructing) would be a draw for visitors.

Thank you.

Anne Fuller  
Michael Sakarias  
7943 N Douglas Hwy  
Juneau AK 99801

RECEIVED

JUN 03 2002

City Clerk

## Cruise Control, Inc.

114 South Franklin, Suite 204  
Juneau, Alaska 99801

VOICE: (907)-586-4958 / FAX: (907)--586-4959 / E-Mail: mreges@aol.com

May 31, 2002

Assembly Members  
Policy & Planning Committee  
City and Borough of Juneau  
155 S. Seward Street  
Juneau, Alaska 99801

RE: Juneau Draft Tourism Management Plan

Ladies and Gentlemen:

We appreciate the Assembly's continued work with Egret Communications/ARA Consulting ("Egret/ARA") on the Juneau Draft Tourism Management Plan and this opportunity to comment on the plan.

In its November 2001 Technical Review, Egret/ARA discussed five alternative tourism futures for Juneau. The Technical Review identified Juneau's past and current tourism path as the least desirable because it is reactive and "... compromises the social and economic future of Juneau ..." by fostering continued social, and likely legal, battles. Egret/ARA, Technical Review, Pages 14-15. The Technical Review posits that Juneau's current path will eventually lead to a downturn in tourism for Juneau since "... [t]ourism cannot flourish when the host community does not welcome it -- and a welcoming attitude is dependent upon the successful management of economic, social and environmental impacts." Egret/ARA, Technical Review, Pages 14-15 and 31. Cruise Control agrees with the Egret/ARA assessment of Juneau's past and current tourism management practices and the likelihood that they will engender a bleak social and economic future for Juneau because these practices exclude many who need to be in the decision-making process from the outset.

Consequently, we were pleased to find that the Juneau Draft Tourism Management Plan embodies Technical Review Alternative 3.4, which provides for collaborative, proactive tourism management focused on destination and cruise travel success. With the Juneau Tourism Partnership ("JTP") as the venue for collaborative and cooperative work between citizens, the tourism industry, and government, Juneau has a unique opportunity to effectively minimize or eliminate the negative impacts of tourism and build the infrastructure and programs necessary to make tourism successful with both visitors and residents.

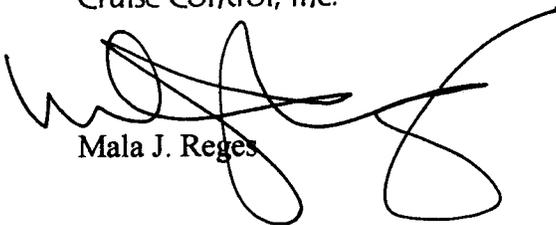
The collaborative working mandate for the JTP also provides an excellent opportunity to heal past (and some continuing)<sup>1</sup> harms as it works with all interested parties to select and build satellite facilities at appropriate and acceptable locations in our community for helicopter and floatplane flightseeing operations.

We recognize that the creation of the JTP is a marked departure from past and current tourism decision-making practices in our community. We believe, however, that past and present community reaction supports the Egret/ARA predicted dismal outcome for Juneau if current tourism management practices continue. We hope that this Assembly has the collective strength and perception to recognize that effective management of the many challenges and benefits that tourism brings will happen only if citizens, the tourism industry, and government collaborate to find mutually acceptable plans and solutions.

We encourage the Assembly to adopt a Tourism Management Plan that fully embodies a collaborative and proactive tourism vision and management process for Juneau.

Sincerely,

Cruise Control, Inc.



Mala J. Reges

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<sup>1</sup> The current plan to move helicopter flightseeing to the Thane neighborhood area is an example of a continuing community harm resulting from reactive, exclusionary tourism management. The solution proposed by the Assembly leaves Thane residents feeling that a disproportionate amount of road traffic and more helicopter noise is simply being moved from the currently aggrieved neighborhood to theirs, even while it fails to address the loudest flightseeing noise in the area -- floatplanes. This "solution," once the requisite socioeconomic and environmental assessments have been completed, may or may not be a viable one for Thane and the rest of the community. However, because key stakeholders are not directly involved in the "solution" process, the process itself has, predictably, engendered resistance from the target neighborhood and unnecessarily placed them at odds with others in the community. A collaborative approach to this problem, which does not presume this specific outcome, must be taken if Juneau hopes to reach a satisfactory, long-term solution to all flightseeing noise. Consequently, Cruise Control does not support the portion of the Juneau Draft Tourism Management Plan which simply proposes to have the JTP and City Manager's office further this solution to the problem.



May 31, 2002

City & Borough of Juneau Assembly  
155 South Seward Street  
Juneau, Alaska 99801

Re: Juneau Tourism Management Plan

Dear Assembly Members:

On behalf of the Wings' family of companies we offer the following comments on Egret Communications' Juneau Tourism Management Plan, (JTMP). The plan contains good data and provides an acceptable inventory of the externalities associated with the visitor industry in Juneau. The plan suggests different courses of action for policy makers, in concert with the community, to promote a vibrant tourism sector, generate business opportunities and add employment for residents while protecting cultural values, natural resources and making positive contributions to the community's quality of life.

Our major concern with the JTMP is in *how* the authors propose for the community of Juneau to attain the lofty goals of prosperity and quality of life for all. From a purely self-serving perspective, we might endorse their proposed Juneau Tourism Partnership, (JTP) make-up because it will likely set a similar course, accomplish similar goals and in the end, self-destruct as the Tourism Advisory Committee structure did. If that happens, little change will occur and businesses generally enjoy less government intrusion. The author's proposed JTP structure is very similar; likely worse than the TAC/TWG as it adds another layer of bureaucracy in the decision making process, it will cost more money, it will take more meeting time, it will keep the community divide building and it will likely accomplish the same as its predecessor committees did.

The Juneau Chamber of Commerce is proposing an alternative to the author's JTP structure and makeup. We endorse the Chamber's concept of a JTP Network for and from a more community minded perspective. The 100 + million dollar visitor industry requires direction and leadership from the highest levels within city government. A deputy city manager in place of an executive director of the proposed JTP makes sense. Utilizing the existing CBJ committee structure, which is made up of citizens who are knowledgeable on and presently working numerous tourism issues makes more sense than another supposedly balanced committee which ultimately turns into a complaint department as its predecessors did. A deputy manager should be required to bring all the standing and ad hoc committees' work product together and present it to an assembly for action. Establishing a newly constituted layer of appointed bureaucracy abdicates the Assembly's responsibility and will slow the implementation process for needed solutions.

Given the fact that the authors briefly mention floatplane flightseeing operations, which is identified in the JTMP in 6.3.3, we offer the following perspective. In the draft tourism plan issued in March, the authors of the JTMP proposed that Wings convert all floatplanes to turbine

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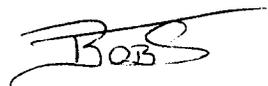
technology by 2004 and then, if those affected by floatplane noise were still bothered, we should move. The cost to convert one aircraft is in excess of a half million dollars – roughly twice the value of each aircraft and we operate 10 floatplanes. In the final draft the author states, *"The draft of this plan included a proposed course of action. That path was clearly not proactive enough for some of the community and was, in the end, rejected by the operator as too costly."* No path will be proactive enough for some in this community. I hope you can appreciate our lack of enthusiasm towards such a lop-sided proposal, as some in this community will not be satisfied until floatplanes cease to operate. Given that fact, an historical perspective on cruise related floatplane operations is appropriate seeing how floatplanes have been departing the Capital City's waterfront, with visitors, since 1923.

In 1989 Juneau received 194,000 cruise ship visitors. This year Juneau is expecting close to 718,000 cruise ship visitors; an approximate 370% increase over 13 years. During that same period of time, passenger boardings onto floatplanes from Juneau's downtown waterfront have experienced **no growth**. Basically, the same numbers of cruise visitors are flying on floatplanes in 2002 as there were in 1989 and throughout the 1990s. Can anyone name one segment of the visitor industry in Juneau that has limited its growth like the floatplanes? Furthermore, dating back to the late 1980s and early 1990s, the actual number of floatplane departures from Juneau's waterfront has declined significantly -- more than a 20% reduction, as a result of larger, quieter aircraft. Is there another segment of the industry that can boast such a reduction? It is possible to continue that trend – quieter skies and fewer operations -- with the introduction of quieter turbine technology.

Turbine conversions could substantially reduce noise and further reduce the number of departures from Juneau's waterfront. In August 2001 when the noise consultants were evaluating alternative heliport sites, they set up one monitor at Sandy Beach, specifically to evaluate the take-offs, climb-outs and over-flight of aircraft, including a turbine powered floatplane operating at the time. As you might recall from the Alternative Heliport report, tests demonstrated that a substantial reduction in noise resulted from the new turbine-technology floatplane operated last year. According to the report, the turbine-powered floatplane was 9 to 11db less than the other floatplanes.

We have been reluctant, however, to make the substantial investment required for quieter technology for a few reasons. First, we haven't seen much support by the CBJ for the efforts we've made in the past – limiting our growth and reducing the number of departures. Second, we haven't seen much encouragement by CBJ for us to take on the additional burden in pursuit of quiet technology. We have and will continue to investigate the economics of converting the deHavilland Otters to the turbine engine; however, we can't be expected to make the investment with the threat of curfews, lawsuits or being zoned out of business hanging over our future. We wish you well in your deliberations and decisions regarding the final draft - Juneau Tourism Management Plan.

Respectfully submitted,



Robert Jacobsen

-----Original Message-----

**From:** Connie McKenzie [mailto:cmmckenzie@gci.net]

**Sent:** Sunday, June 02, 2002 2:41 PM

**To:** Borough Assembly

**Subject:** Draft Tourism Management Plan

Dear Juneau Assembly Members:

The tourism management plan project was a positive step toward creating a framework for handling tourism issues by the city. I believe that this draft plan really shows the need to elevate tourism to a high priority for the city, and not just as a complaint department, but as an economic development tool. However, I do disagree with the structure that the plan lays out for managing tourism as it creates another layer of bureaucracy that I think we can avoid. There are some good ideas that can be incorporated by the city from this plan under whatever final structure the city decides to handle tourism.

The vision that Mr. Harvey proposes on page two is good and I think that any group can work under this vision: "A healthy and vibrant tourism sector generating business opportunities and employment for Juneau citizens, protecting Juneau's heritage and cultural values and its natural resources, and making a positive contribution to the community's quality of life."

On pages three and four, the plan outlines the Juneau Tourism Partnership. While I agree with the basic idea, the JTP's scope of work and responsibilities is too large and in places, unrealistic. I would modify the role of this group to:

- a venue for collaborative discussion and cooperative action
- facilitate cooperative solutions to issues and responses to opportunities
- encourage community-wide input on tourism topics that have social implications

While I believe that the JTP can assist with product development by doing things that attract and promote investment in our community, I don't think it should be their role to address standards for accommodations, guides, attractions, restaurants or service. The market should be allowed to work, hopefully providing an acceptable range of quality and naturally weeding out low quality. Juneau should develop policies throughout its city code that are business friendly so that investment in projects such as destination lodging facilities or a float plane museum can be done by private or by non-profit groups. The draft plan also alludes to studies being done that can be used by potential investors.

I was pleased to hear that the JTP would no longer be overseeing the JCVB. The JCVB has a very strong leader and I believe that the CBJ and JCVB need to work better at sharing information so that the CBJ knows what the organization is doing with the bed tax money it receives and the marketing contract it performs for Centennial Hall. The JTP should work collaboratively with the JCVB, as with many other city groups.

An alternative structure for the JTP that has been discussed by several groups in town, is one that brings together various city boards and other stakeholder groups as the members of the JTP. This would be a more effective structure than appointing various pro tourism/anti-tourism seats. As we have seen in the past with the Tourism Working Group and Tourism Advisory Committee, this structure led to frustration and a lack of action. I believe this alternative structure best utilizes organizations already in operation and requires better coordination with entities already involved in tourism. This alternative proposal also elevates the role of tourism by creating a second Deputy City Manager position whose main responsibility is to oversee the

implementation of the plan and the JTP. This will provide strong leadership and direction from the top. Rather than hiring a leader with tourism marketing expertise (which we already have at the JCVB), the city should look for someone with planning and facilitating expertise. Boards and other organizations having a seat on the JTP would include: The Airport Board, 1 or 2 assembly liaisons from the PPC, JEDC for big picture economic develop, JCVB for destination marketing, Docks and Harbors Board for waterfront issues, Chamber of Commerce for broad based business views, a CBJ Planning and Community Development Board member, and perhaps Southeast Conference so that we have a regional perspective.

This alternative JTP structure needs to address public input. The JTP could be mandated to meet quarterly with a public comment element in the meeting. The JTP would also run the fall tourism forums which are geared for public input. The board membership also creates many avenues for public participation as most of these organizations are run by boards where the public can run for a board seat, or the public can participate in their meetings. I envision the hotline continuing under the Deputy City Manager with feedback from this line going to the board as public input.

Tasks would include:

1. Conduct statistical survey to validate long range tourism plan assertions
2. Review Tourism Plan, evaluate budget, timeline, action
3. Coordinate efforts of existing organizations and coordinate current studies
4. Provide public process through established channels and requirements
5. Assist with product development through zoning, trend analysis, research, etc

Big Picture Issues to Address:

1. Can a viable tourism plan be created?
2. Waterfront revitalization and development
3. Congestion - vehicular and pedestrian
4. Management of impacts: Is controlling cruise number growth the key? Can it be done in an economically viable way for the community and industry?
5. Flightseeing noise: how much does the community want to pay to fix this issue for a small portion of the public?
6. Safety valves: How are these to be implemented?

I think we have a great opportunity before us, to take the best ideas from this plan and with some changes in structure and responsibility, make it work for Juneau. The draft plan certainly tells us that tourism with both its economic potential and quality of life impacts, is a big issue for this town and should be elevated to a level where decisions and action can take place. The draft plan also identifies the need for decisions based on good data which requires a commitment by the city for funding. I think the proposed alternative JTP structure will make the best use of city funding by bringing in a leader at the Deputy City Manager level, by making the best use of existing boards with a variety of expertise, and by dedicating funds to studies that can lead to decision and action.

Connie McKenzie  
PO Box 22925  
2621 John Street  
Juneau, AK 99802

-----Original Message-----

**From:** Rory Darling, Jan Moyer [mailto:kayaker@alaska.net]

**Sent:** Monday, June 03, 2002 1:24 PM

**To:** Tourism Coordinator

**Subject:** comments to JTMP

Comments to the Juneau Tourism Management Plan

I support the implementation of the Juneau Tourism Management Plan. The current method of dealing with tourism issues, one by one, is not working. I believe Juneau needs to have a more proactive approach with planning in advance and community involvement. The Egret plan lays out a method to solve these issues. It takes a step in a positive direction towards managing the growth of tourism.

I support the plan's recommendation to move ERA Helicopters to Dupont by 2004. The noise problem needs to be addressed immediately and this solution will eliminate helicopter noise for thousands of people in the area of the channel, downtown, Douglas, and Thane. It is unfortunate that people try to put a stop to solutions which will benefit the community as a whole. Claims that relocating the helicopter operations to Dupont and Montana Creek heliports need further study is ridiculous. The city has already contracted for several noise studies. The research has been completed. The recommended solution is to move the noise to remote heliports. Delaying this relocation any longer is just ignoring the problem. It will not disappear on its own and in the meantime the helicopter operations continue to grow creating more noise.

Why does the City continue to spend money on these studies if they do not intend to use the research and implement the solutions in the studies?

I attended the meeting where Egret Communications presented their plan. They suggested specific people for the six member Juneau Tourism Partnership team. I noticed that one of the people was a Thane resident who I assume is opposed to the Dupont heliport. I strongly encourage you to also include someone on the team who is affected by helicopter noise and supports their relocation.

My major concern about the JTMP is that too much emphasis is placed on marketing. I believe more emphasis should be placed on the needs and desires of the people who live in Juneau. In summary, I support the JTMP to provide a proactive approach to tourism issues and strongly support moving ERA to a Dupont Heliport by 2004.

Jan Moyer  
6732 Gray St  
Juneau, AK 99801

## **Juneau Docks & Harbors Board Comments on the Final Draft, Tourism Management Plan**

These comments were reviewed and adopted by the Juneau Docks & Harbors Board at its regular meeting on May 30, 2002, and hereby request their inclusion in any collection of comments on this plan.

### **General Comments**

1. We are encouraged that this plan has finally been presented, and that dialog can now take place to determine its merits and applicability. We see some needed changes, and are hopeful that we can all keep an open mind as we now address "localizing" this plan.
2. The plan as presented suggests some substantial changes in the way the Juneau Docks and Harbors Board would conduct its business. Apparently, the Port Director was contacted by the contractor once at the outset, for a brief interview. He was invited to a meeting last winter to review some of the draft concepts, but the changes in the D&H role were not specifically discussed. Given the substantial changes proposed we are disappointed the contractor did not attempt more discussion or interaction with the D&H board or Director before promulgating their final draft. We think dialog would have been useful, and could have eliminated some of the flaws and misunderstandings we will detail herein. A presentation to our board or committees could have been very productive. The web polling conducted was not very useful. The sampling wasn't scientific, and professional samplers did not do the question construction. The polling done in the Docks & Harbors board comprehensive waterfront study was more useful for waterfront related subjects, and done by professional samplers. Coordinating those results would have provided better baseline data for this plan.
3. In general, we disagree that a new, expensive, independent agency needs to be formed to address tourism issues. All of the functions they propose can be better accommodated with alternatives being discussed by us and others. We think it is premature to form such an entity, and that attempts should first be made to provide better coordination between all the agencies and departments of city government involved in decisions affecting tourism planning, development and impact mitigation. We believe it will ultimately be more cost effective and productive to use the skill and experience of existing boards, commissions, departments etc, and focus on providing structured, timely coordination functions. Tourism issues have grown in complexity, and it is time for us to recognize the need to provide strong leadership at that level, to coordinate our existing entities. We think building yet another entity to throw into the mix will merely complicate an already complicated situation. We strongly suggest shelving the JTP concept as outlined, until all involved have had an opportunity to explore and hopefully try coordination alternatives.

4. We believe the timeline for action related to adoption of this plan is far too aggressive. We know many people and organizations in the community are concerned with the content of this plan, and hasty adoption will create many serious problems to add to the problems this plan attempts to address. We strongly urge the Assembly to reject the timeline detailed in this report, for one that will allow a full and complete airing of alternatives and modifications to this plan.

### Specific issues

1. Pg. 57, section 4.1 We disagree that the Assembly must take the lead in waterfront planning. By ordinance, that function is the responsibility of the Juneau Docks & Harbors board, and we believe it should remain so. Clearly, we need to seek new methods to coordinate that function with other affected entities, but we think other methods described herein will address that adequately.
2. Pg. 60 Section 4.3 We disagree that any plan should create a “special projects coordinator”. We believe the solution is outlined in # 3 above.
3. Pg. 64, matrix under Public Infrastructure (Waterfront) We disagree with the characterization of “current line of communications/approvals” as “confused” between the D&H board and the Assembly. That term has some emotional content and is not correct. Waterfront infrastructure is the responsibility of the D&H board by ordinance, and the problem we all now recognize is that there is no effective method to provide assembly input and oversight in planning process. We seek to correct that with a Joint Committee, as proposed in an MOU presented to the Assembly recently. The lines of communication may be inadequate, but they are not “confused”, and we disagree with their conclusion that the fix is to remove that responsibility from D&H. We think that less drastic measures should be tried first.
4. Same section, we disagree that the city manager’s office should be the sole point of contact with “the cruise industry”. The Port Director routinely is in contact with industry officials on a broad range of topics, and operations and planning are interrelated. We believe it is awkward and inappropriate to separate planning interaction from other port matters, and that the most qualified party in city government to deal with the industry should be the Port Director. Clearly we need to be sure the Director is not operating in a vacuum, and should be taking direction from our proposed Joint Committee related to port planning, but the Director is most logically the point of contact with cruise industry people.
5. Pg. 70 Board of Directors. The JTP appears to be another iteration of the Tourism Working Group, and the Tourism Advisory Council, with a few bells and whistles. We submit that the public process of existing boards, commissions, assembly, etc are adequate to supply public input, and that the real needs for proper tourism planning and impact mitigation lies in better coordination of existing entities.
6. Pg. 71 Exhibit 5.1 We see no need to form this JTP to deal with Marketing and “Product Development”. We think those functions are better served by expanding the role of the

-----Original Message-----

**From:** Allan Heese

**Sent:** Monday, June 03, 2002 3:44 PM

**To:** Maria Gladziszewski

**Subject:** comments on draft plan

Maria, I have a few general comments on the draft plan. I hope these are helpful.

Generally, the draft seems to ignore or minimize any tourism impacts to the airport. It seems to think tourism is mainly a downtown problem.

The establishment of the JTP to "manage" the impacts of tourism is an interesting concept. How will the JTP "manage" the impacts to the Airport? How do we integrate JTP with Airport Board, etc. in "managing" tourism impacts when other entities are already set up and in place to do that.

It seems to me the work laid out for the JTP is extremely ambitious. In the Executive Summary, page 4, there is a short discussion of "product development" which the JTP will lead. It will take a lot of work and, my guess is, a big budget to accomplish what they are suggesting.

# MEMORANDUM

CITY/BOROUGH OF JUNEAU  
155 South Seward Street, Juneau, Alaska 99801

**DATE:** May 24, 2002  
**TO:** Planning Commission  
**FROM:** Dale Pernula, Director   
Community Development Department  
**SUBJECT:** Juneau Tourism Management Plan Final Draft

Egret Communications / ARA Consulting team presented the Final Draft of the Juneau Tourism Management Plan (JTMP) to the Assembly on May 2, 2002. After hearing a presentation by consultant Bob Harvey and having the opportunity to ask him questions, the Assembly requested that CBJ Departments and various committees including the Planning Commission review the plan and provide comments. The tentative schedule is to forward comments to the CBJ Office of Tourism by June 2. The Assembly will hold a Committee of the Whole meeting on June 10, and adoption of the JTMP by the Assembly is scheduled on June 24. The following is a review of some of the issues pertinent to planning in Juneau in the order they occur in the JTMP.

## Section 2.2.1 Web Polls

Pg. 40. *"As expected, the polls clearly show a bipolar distribution of desired outcomes, priorities and world views. ...One significant part of the population is focused on jobs, business opportunities and economies of growth. Another equally significant part of the population is focused on managing negative impacts, scale and growth."*

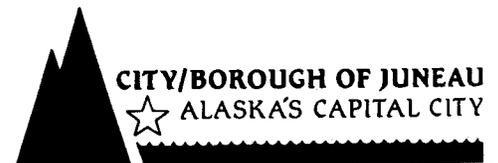
Based on the above finding, the polarization of the community on tourism impact issues is a critical matter to be addressed in the JTMP and is taken up in Section 5.

## Section 3.5 Update the Comprehensive Plan

Comprehensive Plan Policy 2.12 states as follows:

*"It is the policy of the CBJ to encourage tourism, convention and other visitor-related activities through the development of appropriate facilities and services, while protecting Juneau's natural and cultural attractions for local citizens and visitors alike, and to participate in the accommodation of the future growth of tourism in a manner that addresses both community and industry concerns."*

The Tourism Plan proposes to delete policy 2.12 and the implementing actions and to substitute the following vision for tourism:



*“A healthy and vibrant tourism sector generating business opportunities and employment for Juneau citizens protecting Juneau’s heritage and cultural value and it’s natural resources, and making a positive contribution to the community’s quality of life.”*

The JTMP also suggests the Comprehensive Plan include policies encouraging tourism in accordance with the JTMP, and to re-confirm the JTMP and amendments annually.

The vision and implementing actions seem to be appropriate if the JTMP is adopted. The reason for deleting Comprehensive Plan policy 2.12 cited above is unclear, however. The policy is well balanced, has withstood public scrutiny and is consistent with vision for tourism proposed in the JTMP. Perhaps the answer is given on page 57, where it is stated that “The CBJ will get out of the business of front line response to tourism impact management.” While it may be appropriate for CBJ to get out of the “day to day reception of resident’s concerns...” and having the Juneau Tourism Partnership address them, the Planning Commission will nevertheless retain a major role in the review and approval of projects requiring conditional use or other permits, and must have a clear and sensible policy document upon which to base decisions.

### **Section 5. The Juneau Tourism Partnership (JTP)**

Establishment of the JTP is the cornerstone of the Juneau Tourism Management Plan. The concept of the JTP having a balanced membership divided between those associated with the tourism industry and those residents without any affiliation is strongly endorsed. About twenty years ago I worked in a community highly polarized on development issues. Five individuals were appointed to a committee representing what was perceived to be the pro-development element of the community and five were appointed representing the perceived anti-development faction. After an extensive educational process, the two factions, neither of which had control of the committee, surprisingly discovered a lot of common interests. The group eventually became successful in several economic development projects and, most importantly, established an organization with broad-based support in matters that had formerly divided the community. The JTP has the potential to accomplish the same thing in Juneau.

I also think that the Community Development Department has a lot to offer to the JTP, not as a voting member of the board, but perhaps as an ex-officio member. There will always be issues of development coordination and regulation, and without a close association between the JTP and CDD, there could be unanticipated setbacks.

One concern with the JTP is the small number of members of the board. While six may be an efficient size to work with, it may not provide representation of and ties to all elements of the community.

### **Section 6.3.2 Managing Helicopter Noise**

The recommendation of the JTMP is to begin with the first phase, the development of a new heliport south of Juneau, in the vicinity of Dupont or Sheep Creek. While this may ultimately be an acceptable solution for a south heliport site, the public process has not yet run its course and

# MEMORANDUM

CITY & BOROUGH OF JUNEAU

155 South Seward Street, Juneau, Alaska 99801

**DATE:** June 5, 2002

**TO:** Maria Gladziszewski, Tourism Planning Manager  
City and Borough of Juneau

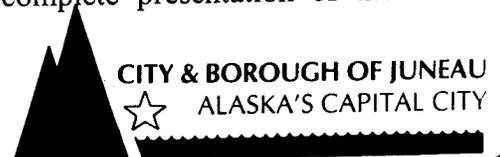
**FROM:** Dale Pernula, Director   
Community Development Department

**SUBJECT:** Planning Commission Review of the Juneau Tourism Management Plan

On May 28, 2002, the Planning Commission conducted a review of the Juneau Tourism Management Plan Final Draft, and the staff report attached hereto, providing a review of the major elements in the Plan related to planning and development. Some of the significant concerns expressed by the Commission or individual members include the following:

1. Amendment of the Comprehensive Plan - the provision in the Comprehensive Plan dealing with tourism has been through a very long process, is well-balanced and should not be changed. The two plans are not mutually exclusive.
2. Membership of the Juneau Tourism Partnership - with future membership to be appointed by the JTP itself, the concern is that eventually the board could become biased.
3. Small scale lodging - the Commission favors the current system requiring Conditional Use Permits for bed and breakfasts and similar facilities and believe it has worked well. It was pointed out that they are located throughout the community.
4. Waterfront Plan - a member of the Commission stated that because the JTP would be focused primarily on tourism issues, it should not be the Board charged with the responsibility of developing the Waterfront Plan. That responsibility should be given to an agency with a comprehensive point of view such as the Community Development Department.
5. Cruise Safety Value Strategy -
  - Cruise tourism in Juneau is primarily market driven, and may be at its maximum now.
  - Creation of an alternative cruise destination may be a radical move without the substantial support it would require.
  - Who will pay the tremendous cost of the infrastructure?
6. Helicopter noise - noise issues should be responsibility of the Planning Commission, not the JTP. There may be a perception of bias by the public if given entirely to the JTP.

Also attached is a copy of the portion of the Planning Commission minutes in which the Juneau Tourism Management Plan was discussed, providing a more complete presentation of the Commission's views.



PLANNING COMMISSION MEETING  
CITY AND BOROUGH OF JUNEAU  
Johan Dybdahl, Chair

REGULAR MEETING  
May 28, 2002

**Review of the Juneau Tourism Management Plan**  
By Dale Pernula to the Planning Commission

Mr. Pernula said that the next item on the Agenda was a review by the Planning Commission of Juneau's Long Range Tourism Management Plan, which is tentatively set to be adopted by the end of June. He began with comments on the results of the intensive web polling coordinated by CBJ's Tourism Office. The polls revealed that Juneau is severely bi-polar in terms of the distribution of attitudes relative to tourism. He touched on several significant elements of the Plan beginning with: 3.5, updating the Comprehensive Plan by deleting the existing tourism statement and replace with a new vision statement.

Mr. Dybdahl said he would regret the elimination of the existing statement on tourism in the Comprehensive Plan. It is extremely balanced and resulted from hard thinking on the part of numerous individuals.

The Planning Commission unanimously opposed striking the existing statement in the Comprehensive Plan and replacing it with a new vision statement.

Mr. Pernula commented on the new entity proposed by the report: The Juneau Tourism Partnership. This group would be ideally have a balanced membership.

Mr. Dybdahl thought of the Juneau Tourism Partnership as similar to the Harbor Board but that the proposed number of six members was too small to adequately represent the diverse points of view that exist in the community. Quite simply, Juneau had more public than that. This is a critical consideration because tourism impacts every aspect of the community and its quality of life.

Mr. Scholz was most concerned by the fact that the members are able to re-appoint themselves. Commenting on Mr. Dybdahl's concern of balance, Mr. Scholz said that for the ATP to initially win and then later, retain its credibility, it must be neutral. There is a built-in self-destruct mechanism in that the community will simply ignore the JTP if it fails to impartially deliberate over the various issues. It was a natural consequence.

Mr. Pernula continued by discussing the issue of alternative heliport sites. He opined that the community discussion related to potential alternative locations had not yet run its course.

Turning to Park and Ride, Mr. Pernula said that it involves parking vehicles in Douglas or in the Valley.

# MEMORANDUM

City and Borough of Juneau  
Finance Department  
155 S. Seward St., Juneau, Alaska 99801  
[Craig\\_Duncan@mail.ci.juneau.ak.us](mailto:Craig_Duncan@mail.ci.juneau.ak.us)  
Voice (907) 586-5215  
Fax (907) 586-5299

DATE: June 4, 2002

TO: Maria Gladziszewski  
Tourism Planning Manager

FROM: Craig W. Duncan   
Finance Director

Subject: Comments on the Juneau Tourism Plan

Maria, you requested I review the Juneau Tourism Plan and comment on the financial issues, as appropriate. Sorry it has taken so long to get back to you. In reviewing the Plan, I focused my review on section 5.4.1 JTP Budget and 5.4.2 Tourism Marketing Budget. I have attached some comments on the proposed JTP budget and the Bed (Hotel) Tax revenues.

### **Juneau Tourism Partnership Proposed Budget**

Our FY03 proposed budget contains \$180,000 for the CBJ Tourism Office. This includes funding for 2.5 staff positions. Under the Juneau Tourism Plan we would dissolve our Tourism Office except for one "special projects assistant" position. This new position, Special Projects Assistant, would work on a mix of tourism and non-tourism projects. Under the current FY03 proposed budget, 74% or \$133,700 of our Tourism Office's budget would be funded from the Marine Passenger Fee. This leaves 26% or \$46,300 funded with general tax dollars. While this funding is still dependent on Assembly approval it is a place to start for comparison purposes.

Under the proposed plan budget (JTP Year One Proposed Budget Sources) the CBJ would contribute \$275,000 from passenger fees and \$70,000 from other sources to fund the Juneau Tourism Partnership (JTP) operation. No recommendations are made on the source of funding for the Special Projects Assistant position. So it is not clear if any funding support would come from Passenger Fee revenues. Based on the information available, the implementation of the JTP budget would place an additional burden on CBJ's general operations. Currently there are no revenue surpluses to fund this increase.

### **CBJ's FY03 Tourism Office Budget**

Expenditure Budget	\$180,000
Funding Sources-	
Marine Passenger Fee	\$133,700
General Fund	<u>46,300</u>
Total	<u>\$180,000</u>

### **Proposed CBJ Budget and Support**

Special Projects Assistant Staffing (estimated)	\$ 55,500
Office Costs (estimated)	5,000
Funding for the JTP from Other Sources	<u>70,000</u>
Total Funding Proposed	\$130,500
Funding Contained in the FY03 Proposed Budget	<u>46,300</u>
Additional "Other" CBJ Funding to be Provided	\$ <u>84,200</u>

### **Marine Passenger Fee (MPF) Support for the JTP**

Funding for the JTP from the MPV	\$275,000
Funding Contained in the FY03 Proposed Budget	<u>133,700</u>
Additional MPF Funding to be Provided	<u>\$141,300</u>

The Assembly Finance Committee is currently reviewing the use of the MPF for FY03. Committee members have suggested several different funding levels for Tourism Impact Management. The amounts proposed range from a low of \$207,600 to a high of \$244,000. In all cases the proposed funding is less than the amount requested in the report.

### **Hotel Tax Levy**

The report also recommends in section 5.4.1 that the Hotel Tax levy be increased from 7% to 9%. A change in the Hotel Tax Levy rate would require voter approval. The Implementation Plan and Schedule notes the target date for exploring the potential for an increase is the spring of 2002. The target for introducing ballot legislation should be no later than the first Assembly meeting in July. So while the schedule noted in the report could work, it would not allow much time for exploring options, nor does it reference the need for voter approval.

The report also notes that the bed tax increase would raise an additional \$150,000. We currently collect about \$135,000 to \$140,000 per 1% of levy or \$940,000 to \$960,000 for the full 7%. An increase of 2% would result in approximately \$270,000 in increased revenues. This would be approximately \$120,000 in revenues above what was mentioned in the report. I did not see any mention of what should be done with the additional revenues. The difference may be a simple calculation error of using of JCVB portion of the levy as a basis for the calculation rather than the whole Hotel Tax levy.

Please let me know if there is anything additional you would like for me to review.



324 Willoughby  
Juneau AK 99801

August 18, 2002

RECEIVED

AUG 19 2002

City Clerk

Mayor & Assembly  
City Manager

re: Tourism Planning, again

Enclosed please find again my comments on tourism planning, etc., and the three proposals listed in Friday's Empire story.

1. The Assembly Has the Responsibility <sup>Sunday's</sup>

You wanted this post, you ran for it, now you've got it. Not a good idea to pass it off to someone else. YOU are the representatives of the community. YOU get paid to do this; if you keep wasting my time and those of others here, it's only fair that we BILL you for our time ... and I'm expensive. So, DO IT.

2. Keep Responsibility Unified

We all remember the failure of the past, in which tourism planning responsibility got divided into FOUR organizations, with each one able to point the finger at someone else. Unwise. Let's NOT do that again, OK?

3. The Assembly ALREADY Represents the WHOLE Community

You represent us all. So putting extra representatives of the tourism industry [operators, shop owners, Chamber of Commerce, etc.] is unbalanced, double-counting those sectors. Double-counting is totally unfair, yes?

4. Egret Communications was Biased; disregard their ideas

I was one of many people Egret spoke with. But Bob Harvey directly told me that he would not even consider the 6-days-a-week method [even though the industry itself used to do that], because our Juneau Ice Cap [and resulting commissions to cruise ships back from flightseeing operators] was one of the top ten attractions in the world. To me, that's biased thinking--pre-judging, which is called "prejudice". <sup>SO FORGET EGRET.</sup>

5. Collaborative Thinking Pleases No One

It's an old Aesop fable [the man, the boy and the donkey] that you can't possibly please everyone. More to the point, it's folly even to try. That way guarantees failure.

6. YOU have the Power; USE IT

You need to balance the competing interests involved in tourism, not just roll over for the industry under disguised collaborative processes, handing power elsewhere. YOU have the power, not the industry. Don't just take what they say.

7. Accept NONE of the Empire's Three Listed Choices

This means, the Assembly needs to make tourism decisions on its own. Toss out Egret for bias, toss out all three plans because of their diffusion of power and responsibility--when it comes to election time, none of those committees will protect you anyway.

8. Balancing Interests Means NO to UNlimited Growth

Whatever happens, Juneau needs to have limits on tourism. I see no limits now, other than limits on helicopter landings set by the Park Service, not by CBJ. The reason for limits is that you are supposed to BALANCE competing community interests. A balancing of interests cannot result in what we've seen: unlimited growth based only on industry interests. So this means you have not yet been doing your job of balancing interests. Do it. Limit growth.

9. Set Numerical Limits

So, set limits. 1997 was a good year; we could almost all live with 1997, especially if you made that known as the standard. In 1997 the first 2,000-passenger ship appeared; make that the maximum size. The industry then still operated six days a week; keep that limit too. Having one day a week off, one day for locals to recover--that was the INDUSTRY'S plan then and it did a lot to moderate opposition. Going to 7 days a week is NOT a good idea, not even for the industry.

10. End the Favoritism CBJ shows to Big Business

CBJ artificially limits SMALL business, by having only 8 dockside sales permits, and only 2 tour brokers, and an auction for the artificially limited number of permits. This means those with the most money win. You provide no help for small business, but in fact your policies forced small businesses to close.

11. Set Market Competition in Place for Big Business

**Or use market forces on Big Business, too:**

a) set a limit of 5,000 passengers per day, six days per week, and let the cruise ship companies competitively BID on the per-passenger fee they will pay to land their passengers [\$5 minimum];

b) increase passenger fees until the number of passengers per day drops to 5,000 and the number per year drops to 500,000 [the fee is too low if some people not being forced out of the market];

c) establish a schedule of fees that goes up rapidly as the number of passengers per ship increases, for example, \$5 each up to 500 passengers; \$10 each for passengers 500-100; \$20 each for passengers 1000-1200; \$40 each for passengers 1200-1400; \$80 each for passengers 1400-1600 and so on, doubling the fee every additional 200 passengers, to induce the cruise ship companies themselves to choose to use smaller ships.

d) Standard fees 6 days a week; 10 times as much to land on the seventh day.

That's the American way--to let people do what they want, within wide limits, IF they can pay for it, right?

So, make 'em REALLY pay.

WARNING: I repeat the warning which my ownership of cruise ship company stock teaches me--this industry is bitterly competitive, with each company hoping to out-do the others by building more and bigger ships. The result is, too many ships and too many berths on those ships.

The likely consequences include:

a) mass tourism by ever less-wealthy tourists, as cruise companies lower ticket prices and hope to make it up by increasing commissions [kickbacks] from tourism adventures sold on-board [to the disadvantage of strictly local small businesses not sold on board];

b) an overwhelming of local facilities, because of the masses of tourists, ships, etc.

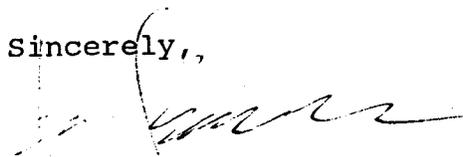
c) negative feelings by local voters toward you, because you allowed local facilities to be overrun by mass tourism;

d) a probable consolidation in the industry, with an eventual reduction and destruction of the excess capacity [ships will probably be scrapped!!], so that ticket prices can increase again; and

e) disaster for those communities and businesses which predicated their future based on unlimited growth, when the consolidation and retrenchment of item #d comes to pass.

IN SHORT, adopt NONE of the three proposals for diffused responsibility, but handle tourism yourselves, just like you do everything else.

Sincerely,,



Joe Sonneman

Date: August 17, 2002  
To: Mayor Sally Smith and Members of the Juneau Assembly  
From: Paulette Simpson  
Re: Juneau Tourism Partnership – Tourism Management Plan

Since 1995, I have closely followed Juneau tourism issues and between 1995 – 2000, attended nearly every meeting of the Tourism Working Group and Tourism Advisory Committee. I have also observed Juneau's latest effort to adopt a Tourism Management Plan. Intrigued by the comments of Maria Gladyszewski and Marc Wheeler at the August 16 Chamber of Commerce presentation, I read David Chrislip's article, The New Civic Leadership, in which he describes the ideal collaborative model. The comments offered below are my own – from the perspective of someone involved in tourism but also a community-minded 26-year resident of Juneau.

Chrislip identifies four critical roles that are key to the success of any "collaborative" process. Before the Assembly proceeds with implementation of the Juneau Tourism Partnership, I strongly suggest you evaluate Egret's JTP structure and membership in light of Chrislip's advice.

From The New Civic Leadership by David Chrislip 2001, page 7

*Four critical roles must be played in these public processes. First, stakeholders must become a "constituency for change" capable of holding implementing organizations accountable for moving to action. Without this supposedly collaborative efforts waste time and precious political capital. Second, a community needs expert information in order to address its concerns. Experts provide stakeholders with the information necessary for making good decisions but do not drive collaborative processes. Third, people with extensive knowledge of collaboration help design and facilitate these initiatives. Fourth, a few strong, facilitative leaders in the stakeholder group convene, catalyze and sustain these collaborative efforts. (Chrislip goes on to say that "Strong, facilitative leaders come from the community or region itself... No one from outside the community or region can play this role.")*

Critical Role # 1: **Accountability**: The “JTP” model includes four “public” members who are not accountable to anyone but themselves. Without having to be accountable to an organization or Board of Directors, they are free to advance their own personal agendas or undermine the efforts of other designated JTP members who are being held accountable for their participation in the group. The discipline of accountability is understandably the #1 critical role.

Critical Role # 2: **Expert information**: Baseline information for Egret’s Tourism Management Plan was gathered through anecdotal interviews and a self-selected Internet poll. If a new group is to succeed, it must operate with “expert” data that accurately measures the breadth and intensity of community sentiment about tourism issues. Such information can only be obtained through the use of a statistically valid, random “telephone book” survey of Juneau residents.

Critical Role #3: **Professional design of process**: Chrislip suggests that the collaborative model cannot succeed unless it is designed by professional consultants or facilitators. The JTP currently resembles its predecessors (the TWG and TAC) which were also established to address tourism issues in a collaborative manner. If further design is required to assure success for the JTP, additional funds will be necessary for these services. If the process fails, undoubtedly it will be because the CBJ did not budget for additional professional services, workshops or training sessions. At some point, the Assembly should recognize that because we are obsessed with “process” instead of results, Juneau is a hungry consultant’s “dream town.”

Critical Role # 4: **Facilitative leaders from within the community**: Chrislip is clear that no one from outside the community or region can play the role of facilitator. Therefore, before proceeding with the JTP model, the Assembly should identify WHO the local facilitative

leader of this process will be and why this person has the unique skills and credibility to “convene, catalyze and sustain” this process.

Even if the Assembly could guarantee that the JTP would operate with accountability, expert information and qualified local facilitative leadership, the fact remains that we live in a free society. At any given time, a resident of Juneau can walk into City Hall and pick up a petition to put an initiative on the municipal election ballot. This has been done three times since the first Tourism Working Group was established in 1995.

In 1996, Karla Hart helped organize the first initiative drive to institute a head tax on cruise passengers. For several months, the debate surrounding that divisive initiative completely overshadowed any productive work on tourism issues. In 1999, Joe Geldhof and Greg O'Claray led a second initiative drive to establish a head tax. This adversarial action helped de-rail the collaborative efforts of the Tourism Advisory Committee. Finally, in 2000, Ray Preston and Kim Metcalfe Helmar spearheaded an initiative to limit flightseeing in Juneau. For the third time in four years, Juneau residents were catapulted into battle-mode again and forced to choose sides.

The establishment of the JTP will never preclude citizens from exercising their rights. But if the Assembly wants results – not expensive, frustrating, unending process – the proposed JTP should be abandoned. Chrislip's model could probably be implemented, but only if the accountability, expert information and facilitative leadership pieces are all properly in place.

While I am not 100 percent supportive of the Juneau Chamber's alternative proposal, it at least addresses an elemental shortcoming of the two previous processes. Well-established CBJ boards and bonafide community organizations with published membership lists should work collaboratively to coordinate tourism goals. Within that collaborative framework, many pro-active initiatives, particularly infrastructure improvements (alternative heliport sites, turn-arounds, docks, and commercial loading facilities) could be developed with a “big picture” perspective and structured communication. Of course, this should only happen in the public arena with the direct involvement of Assembly members elected by and accountable to the public.

