

Presented by: The Manager  
Introduced: 08/05/2002  
Drafted by: COW

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

**Serial No. 2170**

### **A Resolution Adopting Tourism Management Policies.**

WHEREAS, tourism is a basic component of Juneau's economy and affects every resident, and

WHEREAS, it is in the public interest to identify tourism issues and solutions that earn the support of the entire community, and

WHEREAS, tourism requires partnerships and collaboration in order to prosper, and

WHEREAS, these partnerships must go beyond simple coordination to include opportunities for all interested citizens to work together on policies, programs, and action plans to advance tourism that enhances the quality of life in Juneau, and

WHEREAS, these opportunities can best be provided in a collaborative process that engages all participants as peers in dialogue, mutual learning, and shared responsibility, rather than as special interest advocates, and

WHEREAS, community consensus can be difficult to achieve in a divisive or poorly attended public hearing but workable in a process that brings people together in a spirit of collaboration to generate solutions and solve issues, and

WHEREAS, in order to foster a collaborative approach to tourism issues, the Assembly directed the Manager to engage staff and outside experts in the design and implementation of a year-long public discussion of tourism planning including stakeholder interviews, public internet polls, open houses, public meetings and hearings, and

WHEREAS, this process resulted in a Draft Tourism Management Plan which was presented to the public in March of 2002, and, after extensive public comment, to the Assembly in April of 2002, and

WHEREAS, the Assembly extensively reviewed the April final draft, including holding meetings and taking public testimony at the Committee of the Whole, Planning and Policy, Public Works and Facilities, Lands, and Human Resources Committees;

NOW, THEREFORE, BE IT RESOLVED BY THE ASSEMBLY OF THE CITY AND BOROUGH OF JUNEAU, ALASKA:

**Section 1. Policies.** The following shall be the tourism management policies of the City and Borough of Juneau:

- A. *Vision for Tourism.* CBJ seeks 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.
- B. *Partnerships.* It is the policy of the CBJ to establish and support a partnership, based on collaborative discussion and cooperative action, between the community of Juneau and its local tourism industry.
- C. *Proactive Approach.* It is the policy of the CBJ to take a proactive approach to tourism management, guiding the future with a plan and an organization that will foster the evolution of tourism in Juneau. Tourism management is defined as the implementation of Juneau's tourism vision, carried out as a partnership between the industry and the community, and includes addressing economic, social, environmental, and product quality issues.
- D. *Tourism Success.* It is the policy of the CBJ to succeed at both cruise tourism and destination travel. Success entails maximizing the benefits of tourism in Juneau, while minimizing the costs and impacts; achieving the social, environmental, and economic goals that Juneau's residents and businesses seek. It is not measured by the number of visitors to Juneau, but, rather, by progress toward those goals and the vision adopted by Juneau. Success includes being good at the tourism goals that are chosen, including the quality of visitor experience.
- E. *Cruise Tourism.* It is the policy of the CBJ to strengthen and maintain its strong position in the cruise tourism marketplace, including small ship cruising, building on the mix of experiences now offered and improving the downtown business experience.
- F. *Destination Tourism.* It is the policy of the CBJ to work proactively to grow the destination travel component of the local economy, setting out to become a premier destination-combining nature, adventure, heritage, and cultural experiences-and to attract high value customers and focus on guided experiences. It is the policy of the CBJ to position itself as a small meetings and conference host serving regional and niche markets. It is the policy of the CBJ to facilitate product development to enable significant growth in the destination tourism sector. It is the policy of the CBJ to substantially enhance the attractiveness of Juneau as a destination community.

- G. *Destination Marketing.* It is the policy of the CBJ to develop a destination marketing strategy aimed at regions and niches that are a match for Juneau's experience-based tourism. The target market is people who come to Juneau to enjoy the natural and cultural experiences that are unique to this area.
- H. *Product Quality and Standards.* It is the policy of the CBJ to develop a comprehensive standards awareness and development program (for accommodations, guides and interpreters, attractions, restaurants, and the service sector) to ensure product quality commensurate with the quality expected in the high-end destination travel market.
- I. *Safety Valves.* It is the policy of the CBJ to develop viable strategies by December 31, 2003 that would go into effect if tourism growth or impacts exceed acceptable levels. These strategies, or "safety valves", will protect both community and business interests. There is a limit to the physical capacity of the downtown harbor and the narrow transit corridor along the downtown waterfront. A "safety valve" plan acknowledges such limits and, further, recognizes that the use of land and infrastructure is determined by the capacity of the natural and human-made environments to accommodate such uses without harm to the health, safety, and welfare of the citizens and visitors to the city.
- J. *Indicators.* It is the policy of the CBJ to develop measurable indicators for both cruise tourism and destination travel and to develop a process by which indicators trigger "safety valves." It is the policy of the CBJ to be proactive in updating indicators and mechanisms and to work with industry, resource managers, and the community to manage capacity and impacts before they reach indicator levels.
- K. *Roles.* It is the policy of the Assembly to meet quarterly with the Juneau Convention and Visitors Bureau to ensure that Juneau's destination marketing goals are being met, and to work closely with the Port Development Committee to provide a collaborative partnership with the Docks and Harbors Board.
- L. *Waterfront Revitalization.* It is the policy of the CBJ to develop a waterfront that enhances the image of the community, adds to the quality of life for residents, facilitates tourism, commercial activity and investment, and strengthens retail, entertainment and service activity.
- M. *Traffic and Pedestrian Movement Through Downtown.* It is the policy of the CBJ to facilitate traffic and pedestrian movements in and through downtown Juneau.

- N. *Recreational Resources.* It is the policy of the CBJ to provide a variety of high quality recreational opportunities and experiences for residents and visitors that capitalize on Juneau's remarkable resources and unique characteristics.
- O. *The CBJ Comprehensive Plan.* The provision in the Comprehensive Plan dealing with tourism has been through a very long process and is well-balanced. The current system requiring Conditional Use Permits for bed and breakfasts and similar facilities has worked well.
- P. *Helicopter Flightseeing.*
1. It is the policy of the CBJ to work with residents, operators and appropriate government agencies to implement a phased development of alternative heliports to accommodate helicopter flightseeing operations. Recent studies commissioned by the CBJ identified and suggest moving flight patterns and the associated noise in order to reduce overflights of all residential areas. The purpose of this policy is to implement those findings and relocate flightseeing operations to the periphery of our community, effectively eliminating residential overflights and noise impacts on all neighborhoods and reduce the impacts of residential areas.
  2. The manager shall work with the Juneau Tourism Partnership to consider satellite heliports. Initial steps should include conducting an initial-phase feasibility study on the construction of a new heliport at the DuPont or Sheep Creek alternatives identified in the Michael Baker Study before exploring other locations. Other locations, or other management approaches may be explored if identified as alternatives in an environmental study. The feasibility study should include:
    - a. An environmental assessment, environmental impact statement, or similar analysis, as appropriate, including access feasibility or a road improvement/extension as well as marine access and identification of mitigation measures.
    - b. Cost analysis of access alternatives.
    - c. Management/Operations Plan and associated costs.
    - d. Coordination with operators regarding development, operation and management issues.
    - e. Timeline projections for project completion.
    - f. Financing alternatives for the project.

This Comparative Analysis should be funded and conducted separately from the Juneau Tourism Management Plan and should offer conclusions and recommendations of a preferred site.

3. It is the policy of the CBJ to support the USFS Helicopter Landing Tours on the Juneau Icefield, 2003-2007 Record of Decision (ROD) dated April 16, 2002. The Alternative F selected in the ROD reflects the course of action desired by the CBJ to develop workable solutions to flightseeing issues while recognizing both the needs of the residents of Juneau and the flightseeing operators. The CBJ supports the growth of our flightseeing businesses to best serve visitors from all over the world who come seeking this unique experience. At the same time, we are committed to resolving the noise impacts that local residents experience. Our objective is to make Juneau a better place to live, work, and visit.
  4. It is the policy of the CBJ to explore significant noise reduction possibilities through the use of quiet technology and offer workable solutions for both operators and residents alike.
- Q. *Fixed-Wing Flightseeing.* It is the policy of the CBJ to work with residents, operators and appropriate government agencies to explore the establishment of a noise abatement program utilizing quiet technology for use on fixed-wing aircraft operating from the downtown Seadrome. The findings of the Michael Baker Study illustrate significant noise reduction possibilities through the use of quiet technology and offer workable solutions for both operators and residents alike.

While the CBJ commits to addressing the noise impacts associated with fixed-wing aircraft operating from the downtown Seadrome, it also recognizes the historical use of fixed-wing aircraft as an integral component of the Juneau waterfront. The CBJ acknowledges the ongoing efforts of the Gastineau Channel float plane operator, Wings of Alaska, for past upgrades to quieter equipment, limiting growth and modifying management practices to reduce noise impacts.

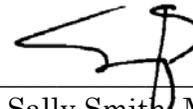
**Section 2. Reference Materials.** The policies established in this resolution shall be implemented and interpreted using the following materials:

- A. *The Juneau Tourism Management Plan* dated April, 2002 and prepared by Egret Communications/ARA Consulting. In the event of a conflict, this resolution shall prevail.
- B. The Memorandum of Understanding between the CBJ Assembly and the Docks and Harbors Board, dated July 8, 2002 shall be used to implement policy K.

- C. The CBJ Comprehensive Plan reflects the commitment of citizens to the protection of the Borough's air, water, and other natural resources and shall be used to implement policies related to air and water quality and natural resource protection. See policies 3.3, 3.4, 3.5, 3.6 (pages 63-68) in the CBJ Comprehensive Plan.

**Section 3. Effective Date.** This resolution shall be effective immediately upon adoption.

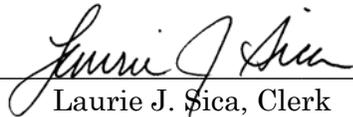
Adopted this 5<sup>th</sup> day of August, 2002.



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Sally Smith, Mayor

Attest:



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Laurie J. Sica, Clerk

Vote: Unanimous