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Subject: Visitor Industry Task Force, 17 Dec, Noon meeting
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Assemblymembers, 17 Dec 19 AM

I suggest that your agenda item VI. Discussion -- focused on "management" -- include, perhaps as the first item, affecting the following three:

a. By what authority(ies) and jurisdiction(s), powers and procedures, may the CBJ and other organizations and entities limit, or otherwise regulate and "manage", the visitor industry in Juneau ?

What are the limits and impediments to exercising such authority, in our attempt to "manage", to improve upon the quality of life and experience for all of (a) Juneau residents; (b) cruise ship visitors; (c) other visitors ?

If we don't yet know the answers to these questions:

1. Who is responsible for investigating the questions and helping us all understand the answers, so that we may have more productive and well informed conversations ?
2. When will we have the results of (1); when and how presented to the people and organizations of Juneau ?
3. What changes or additions to CBJ, State of AK, or fed policies, regulations, or laws might be helpful or necessary ?
4. Will the CBJ, visitor industry, and / or others need to invest funds in answering these questions ? If so, who will pay ?
5. What examples of other communities' and jurisdictions' success, in similar situations, should we consider and perhaps emulate ?
5. Should this Task Force recruit respected Juneau community members for a committee to investigate these questions, reporting to this Task Force ? We could easily compose a "dream team" from which to recruit; they would need to include several with legal expertise.

VI. DISCUSSION

b. *Is there consistency and coordination in management strategy across the community?*

c. *Are there areas and facilities that lack management or are not managed appropriately?*

d. *Are there areas or uses where we should focus more discussion on management?*

The Task Force should formally recognize and present, to the Juneau community public and visitor industry:

1. The importance of investigating, answering, and reporting on the above

questions, proposed in (a);

2. The Task Force, Assembly, and / or others parties' plans for doing so.

Otherwise, our community conversation may continue to be based on:

1. Unwarranted assumptions, rumors, and fears that Juneau is at the mercy of The Cruise Ship Industry;

2. The notions that "more is better", "growth is good", and "we must diversify Juneau's economy".

Your subsequent Task Force meetings, after success with the above investigation and consequent advice to us all, should embrace a larger view:

1. How may visitor industry "management" include CBJ's obligations and opportunities under the Juneau Climate Action Plan and Juneau Renewable Energy Strategy, and via Renewable Juneau, Juneau Commission on Sustainability, SEACC, Juneau Community Foundation, and other entities ?

2. How may visitor industry management include improvements in shoreside infrastructure -- including ground, marine, and aviation transportation -- that will benefit all Juneau residents, visitors, and business interests far into the future:

a. Including Juneau's favorable circumstances vis-a-vis global sea level rise, fresh water supply, and indigenous renewables-source energy;

b. Juneau's potential for hydroelectricity-powered transportation, private and public, to significantly reduce the public and private costs of living in Juneau, via reduced per capita private "car" ownership;

c. Juneau's potential for civic success as a refuge for those fleeing rapid sea level rise, congestion and traffic, fires and floods and severe weather, in the Lower 48 and perhaps beyond. See "Innovation Juneau", JEDC, 2018, video, "Refuge Juneau": <https://vimeo.com/287808196>

d. Potential for the visitor industry to invest in the large capital costs of such shoreside infrastructure improvements.

3. Recognition of Juneau's position, role, and bargaining power as a "monopolist": Juneau is unique and to some extent uniquely attractive to visitors. Classic monopolist behavior restricts supply to a good or service, in order to increase price, and profitability for the monopolist, at a reduced quantity of that good or service.

4. Declaring Juneau's present cruise ship carrying capacity (CC) at significantly less than the ~ 1.3 million passengers (pax) we hosted in 2019 would provide Juneau the bargaining power whereby we -- via CBJ or other authority -- would invite the cruise ship industry to invest in new, hydroelectricity-powered, ground and marine transportation, and in a totally "quiet technology" helicopter fleet, by which that CC could be increased to 1.3 million per year, or a bit more.

Under the above constraints and considerations, Juneau's present CC, via its present shoreside system of noisy, fossil-fueled conveyances might be declared at 800,000 pax per year. The increment, based on installation of the new shoreside infrastructure, would thus be ~ 500,000 pax per year.

If the cruise ship company margin, or "marginal margin", for that 500,000 pax increment, averages \$ 500 per pax, the total cruise ship industry margin increase would be ~ \$ 250 million per year. That is probably enough to pay for the entire shoreside infrastructure improvements in one or two years. This would be a win-win-

win. See my "Innovation Summit" 2019 presentation, 11 min video on this topic:
<https://vimeo.com/318869809>

Thank you for your consideration and good work on this important matter.

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