Juneau Economic Plan
Business Survey

Prepared for:
City and Borough of Juneau

Prepared by:
McDowell Group
Juneau • Anchorage

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Executive Summary

This survey of Juneau employers is an important component of the Juneau Economic Plan. The project, commissioned by the City and Borough of Juneau and produced by McDowell Group and Sheinberg Associates, will provide a 10-year economic development strategic action plan for Juneau. The open-access online survey occurred in May 2014 and recorded responses from 222 Juneau employers. Following are key findings from the survey.

**Juneau employers rate the condition of Juneau’s economy positively, with an average rating of 6.1 on a 1 to 10 scale.**

**Chart ES-1. Overall, how would you rate the current condition of Juneau’s economy, using a scale of 1 to 10, where 1 means “very weak” and 10 means “very strong”?

Respondents most frequently rate Juneau’s economy as 7 (24 percent) on a scale of 1 (“very weak”) to 10 (“very strong”), followed by 6 (18 percent), 5 (17 percent), and 8 (16 percent).

When asked whether they expect Juneau’s economy to improve, decline, or stay about the same over the next ten years, respondents most frequently state they expect the economy to stay about the same (43 percent), while 23 percent expect the economy to improve, and 24 percent expect it to decline.

**Respondents most frequently identify the cost or availability of housing as the single most important challenge facing Juneau’s economy in the next five years.**

When asked for the most important challenge facing Juneau’s economy in the next five years, Juneau employers most frequently cited high housing costs (22 percent) or housing availability (18 percent). Lack of economic diversity (14 percent), high cost of living (11 percent), and the CBJ budget/financial management (11 percent) were also commonly cited.

When provided with a list of potential barriers to Juneau’s economic development, 69 percent of respondents indicated they believe availability of affordable housing is a very significant barrier to Juneau’s economic
development, while 27 percent believe it is a somewhat significant barrier. Respondents most frequently (56 percent) identify cost of living as a very significant barrier, along with cost of transportation to and from Juneau (55 percent). Additional significant barriers include declining State oil revenues (49 percent very significant), availability of land for residential development (41 percent), availability of land for commercial development (39 percent), cost of child care services (26 percent), and availability of child care services (22 percent).

Chart ES-3. Do you think each of the following are very significant, somewhat significant, or not significant barriers to Juneau’s economic development?

Cost of living is seen as the most significant barrier specifically for the growth of respondents’ businesses/organizations, followed by availability of housing for employees.

When asked to identify the extent to which a lengthy list of factors present barriers specifically to their own business/organization’s growth, over one-third of respondents rated cost of living (44 percent), availability of housing for employees (39 percent), shipping costs (37 percent), and health insurance costs (36 percent) as significant barriers.

Chart ES-4. To what extent are the following factors a barrier to your business/organization’s growth?

Note: Rows do not add to 100 due to “don’t know” and declined responses. A full list of factors included in this question may be found in the main report.
While a smaller proportion of respondents (28 percent) rated availability of professional/technical workforce as a significant barrier, 44 percent identify that factor as a moderate barrier. A number of factors were frequently cited as not a barrier, including energy supply (52 percent not a barrier), federal taxes and availability of commercial/industrial waterfront property (48 percent each), local (CBJ) taxes (47 percent), and availability of raw materials (44 percent), availability of commercial/industrial property (43 percent), and local government (CBJ) regulations (41 percent).

**Preserving Juneau’s role as Capital City is a very important economic development strategy to over 80 percent of survey respondents.**

When asked to rate the importance of a list of potential economic development strategies, respondents most frequently cited preserving Juneau’s role as a Capital City as very important (81 percent), followed by supporting existing business retention and expansion (73 percent). All other factors were rated as very important by 50 percent or less of respondents.

**Chart ES-5. Planning for Juneau’s economic future will involve establishing economic development strategies. Do you think each of the following are very important, somewhat important, or not important strategies for economic development?**

![Chart](chart.png)

Note: Rows do not add to 100 due to “don’t know” and declined responses.

When asked to choose just one strategy as most important for the community, respondents most frequently chose preserving Juneau’s role as a Capital City (46 percent). This strategy was also most frequently cited when respondents were asked to choose the most important strategy for their business/organization.

Respondents were asked about a few more specific economic development strategies related to transportation infrastructure and to marketing Juneau. Just under half (46 percent) of respondents feel it is important to actively promote Juneau in order to attract new residents. One-in-five (19 percent) feel this strategy is not important.

When presented with a list of potential transportation improvements (a second crossing to Douglas Island, extension of a highway to West Douglas, construction of a road to a Katzehin ferry terminal, and more frequent Lynn Canal ferry service), at least half of all respondents identify moderate or significant potential for each of the improvements to enhance their business/organization.
Chart ES-6. Improvements to transportation infrastructure can be an important aspect of economic and business development. For your business or organization, would each of the following have significant potential, moderate potential, or no potential to enhance your business/organization?

Respondents rate Juneau’s business climate an average of 5.7 on a scale of 1 (“very weak”) to 10 (“very strong”).

Respondents most frequently rate the business climate as 7 (21 percent) on a scale of 1 (“very weak”) to 10 (“very strong”), followed by 5 (18 percent), 8 (16 percent), and 6 (16 percent). One out of seven respondents (13 percent) provide a rating between 1 and 3.

Chart ES-7. Overall, how would you rate the business climate in Juneau today, using a scale of 1 to 10, where 1 means “very weak” and 10 means “very strong”?

In comparison to the business climate in other Southeast Alaska communities, 45 percent of respondents feel Juneau’s climate is better, while 22 percent feel it is about the same, and 18 percent believe it is worse.

Survey responses represent a wide variety of business type, size, and sector in Juneau.

Survey respondents represent a mix of for-profit businesses (63 percent of respondents), private non-profits (23 percent), and government entities (14 percent). A variety of sectors are also represented in the results, including professional services businesses (16 percent), social services (10 percent), finance/insurance/real estate (10 percent), government/military (9 percent), retail or wholesale trade (9 percent), tourism/hospitality (8 percent), construction (5 percent), and education (5 percent), among others.
Respondents reported an average business/organization size of 53 employees. A range of business/organization sizes are included in the sample: approximately half (49 percent) had fewer than 10 employees, while 19 percent had 10-25 employees, 6 percent had 51-100 employees, and 4 percent had 400 or more employees. Nearly all respondents (92 percent) are leaders in their business or organization (either an owner/co-owner, CEO/manager/executive director, division/department head, or board member).
Introduction and Methodology

Introduction

This business survey report is part of the 2014 Juneau Economic Plan project, commissioned by the City and Borough of Juneau and led by McDowell Group and Sheinberg Associates. Results from the business survey will inform development of a 10-year economic development strategy for Juneau. The survey gathered opinions and information from Juneau employers, including non-profits, for-profits, and government employers. Questions solicited opinions on the state of Juneau’s economy and business climate, on barriers to economic development, and on potential economic development strategies.

Methodology

The open-access online survey was conducted between May 2 and May 31, 2014. The survey link was posted on the Juneau Economic Plan website and distributed to Juneau employers through a variety of channels. The survey was announced through the 1,200-person Juneau Economic Plan e-mail list and the Juneau Economic Plan Facebook page and Twitter feed. Multiple Juneau organizations distributed information about the survey to their membership, including the Juneau Chamber of Commerce, Juneau Convention and Visitors Bureau, Juneau Economic Development Council, and Juneau Downtown Business Association.

In total, answers from 222 respondents are included in this survey report. While survey results provide a broad gauge of Juneau employer opinions and priorities regarding economic development, results are not statistically representative of all Juneau businesses. The online survey link was open to anyone who chose to take the survey, which means it was open to self-selection bias. Employers who felt strongly about particular issues, or about the plan in general, may have been more likely to take the survey than those who did not. In addition, more than one person from a particular business or organization could take the survey.
Juneau’s Economic Health

Current Condition of Juneau’s Economy

Respondents rate the current condition of Juneau’s economy as an average of 6.1 on a scale of 1 to 10, with 1 being “very weak” and 10 being “very strong.” Almost two-thirds (64 percent) of respondents rate Juneau’s economic health somewhere in the mid-range (between 4 and 7), while one-quarter (23 percent) rate it more positively, at somewhere between 8 and 10, and 10 percent provided a low rating (between 1 and 3).

Overall, how would you rate the current condition of Juneau’s economy, using a scale of 1 to 10, where 1 means “very weak” and 10 means “very strong”?

<table>
<thead>
<tr>
<th>n=222</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>8 – 10</td>
<td>23%</td>
</tr>
<tr>
<td>10</td>
<td>1%</td>
</tr>
<tr>
<td>9</td>
<td>6%</td>
</tr>
<tr>
<td>8</td>
<td>16%</td>
</tr>
<tr>
<td>4 – 7</td>
<td>64%</td>
</tr>
<tr>
<td>7</td>
<td>24%</td>
</tr>
<tr>
<td>6</td>
<td>18%</td>
</tr>
<tr>
<td>5</td>
<td>17%</td>
</tr>
<tr>
<td>4</td>
<td>5%</td>
</tr>
<tr>
<td>1 – 3</td>
<td>10%</td>
</tr>
<tr>
<td>3</td>
<td>5%</td>
</tr>
<tr>
<td>2</td>
<td>3%</td>
</tr>
<tr>
<td>1</td>
<td>3%</td>
</tr>
<tr>
<td>Average</td>
<td>6.1</td>
</tr>
<tr>
<td>Don’t know</td>
<td>3%</td>
</tr>
</tbody>
</table>

Economic Outlook for Juneau

When asked how they expected Juneau’s economy to fare over the next ten years, respondents most commonly said it would stay the same (43 percent), while 23 percent expect it to improve, and 24 percent expect it to decline.

Over the next ten years, do you expect Juneau’s economy to improve, decline, or stay about the same?

<table>
<thead>
<tr>
<th>n=222</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve</td>
<td>23%</td>
</tr>
<tr>
<td>Decline</td>
<td>24%</td>
</tr>
<tr>
<td>Stay about the same</td>
<td>43%</td>
</tr>
<tr>
<td>Don’t know</td>
<td>9%</td>
</tr>
</tbody>
</table>
Juneau’s Economy: Challenges and Barriers

Most Important Challenge Facing Juneau’s Economy

When asked to identify the single most important challenge facing Juneau’s economy in the next five years, approximately half of respondents gave an answer to this open-ended question. Survey respondents who did answer the question most frequently cited the cost (22 percent) and availability (18 percent) of housing when asked “what is the single most important challenge facing Juneau’s economy in the next five years.” Other frequently identified challenges were lack of economic diversity (14 percent), high cost of living (11 percent), and CBJ budget/financial management (11 percent).

<table>
<thead>
<tr>
<th>n=125</th>
<th>% of Base</th>
</tr>
</thead>
<tbody>
<tr>
<td>High housing costs</td>
<td>22%</td>
</tr>
<tr>
<td>Housing availability</td>
<td>18%</td>
</tr>
<tr>
<td>Lack of economic diversity</td>
<td>14%</td>
</tr>
<tr>
<td>High cost of living</td>
<td>11%</td>
</tr>
<tr>
<td>CBJ budget/financial management</td>
<td>11%</td>
</tr>
<tr>
<td>Declining State oil revenue</td>
<td>5%</td>
</tr>
<tr>
<td>Aging population</td>
<td>4%</td>
</tr>
<tr>
<td>Retaining Juneau as the Capital City</td>
<td>4%</td>
</tr>
<tr>
<td>Declining State government spending</td>
<td>3%</td>
</tr>
<tr>
<td>Not enough year-round jobs</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>6%</td>
</tr>
</tbody>
</table>

Barriers to Economic Development in Juneau

When presented with a list of potential barriers to economic development in Juneau, a majority of respondents rated all of the individual barriers as either somewhat significant or very significant. The three barriers with the highest significance ratings were all related to cost of living: availability of affordable housing (96 percent rated this barrier as somewhat or very significant), cost of living (94 percent), and cost of transportation to and from Juneau (92 percent). Over seven out of ten respondents rated all other barriers provided in the question as somewhat or very important: availability of land for residential development (84 percent), declining State oil revenue (82 percent), availability of land for commercial development (76 percent), cost of child care services (75 percent), and availability of child care services (72 percent).

Respondents were also asked to identify any additional factors not listed that they believe present significant barriers to economic development in Juneau. Additional factors listed include a lack of attention to quality-of-life amenities, Juneau’s aging population, the need for an educated/trained workforce, high cost of doing
business in Juneau, the business climate, the education system, high health care costs, the need for better public transportation, infrastructure management and costs (including sewer and water), and weather. A full list of responses to this question is available in the appendix of this report.

**There are a variety of factors that might be barriers to economic development in Juneau. Do you think each of the following are very significant, somewhat significant, or not significant barriers to Juneau’s economy?**

<table>
<thead>
<tr>
<th></th>
<th>Very Significant</th>
<th>Somewhat Significant</th>
<th>Not Significant</th>
<th>Don’t know/Ref.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability of affordable housing</td>
<td>69%</td>
<td>27%</td>
<td>4%</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Cost of transportation to and from Juneau</td>
<td>56</td>
<td>36</td>
<td>7</td>
<td>&lt;1</td>
</tr>
<tr>
<td>Cost of living</td>
<td>55</td>
<td>39</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Declining State oil revenue</td>
<td>49</td>
<td>33</td>
<td>14</td>
<td>4</td>
</tr>
<tr>
<td>Availability of land for residential development</td>
<td>41</td>
<td>43</td>
<td>14</td>
<td>2</td>
</tr>
<tr>
<td>Availability of land for commercial development</td>
<td>39</td>
<td>37</td>
<td>22</td>
<td>3</td>
</tr>
<tr>
<td>Cost of child care services</td>
<td>26</td>
<td>49</td>
<td>10</td>
<td>15</td>
</tr>
<tr>
<td>Availability of child care services</td>
<td>22</td>
<td>50</td>
<td>13</td>
<td>14</td>
</tr>
</tbody>
</table>

When asked to pick the one greatest barrier to economic development in Juneau, most respondents cited a barrier related to cost of living (housing, transportation, or cost of living in general): over a third (35 percent) of respondents cited availability of affordable housing, another 22 percent cited cost of living in general, and 15 percent cited cost of transportation to and from Juneau. Sixteen percent identified declining State oil revenue as the greatest barrier.

**Of these potential barriers to economic development in Juneau, which do you think is the greatest barrier?**

<table>
<thead>
<tr>
<th></th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability of affordable housing</td>
<td>35%</td>
</tr>
<tr>
<td>Cost of living</td>
<td>22</td>
</tr>
<tr>
<td>Declining State oil revenue</td>
<td>16</td>
</tr>
<tr>
<td>Cost of transportation to and from Juneau</td>
<td>15</td>
</tr>
<tr>
<td>Availability of land for residential development</td>
<td>4</td>
</tr>
<tr>
<td>Availability of land for commercial development</td>
<td>4</td>
</tr>
<tr>
<td>Availability of child care services</td>
<td>2</td>
</tr>
<tr>
<td>Cost of child care services</td>
<td>-</td>
</tr>
<tr>
<td>Don’t know</td>
<td>3</td>
</tr>
</tbody>
</table>

**Barriers Specific to Individual Businesses or Organizations**

When asked to rate a list of potential barriers to their own business or organization’s growth, the most significant barrier for businesses was cost of living, with 85 percent of respondents identifying it as a moderate or significant barrier. Over 70 percent of respondents also identified the following as moderate or significant barriers: health insurance costs (73 percent), availability of housing for employees (72 percent), and availability
of a professional/technical workforce (72 percent). Nearly as many (69 percent) identified shipping costs as a moderate or significant barrier.

Several factors did not represent barriers for the bulk of respondents. Close to half of respondents indicated the following factors were *not* barriers to their growth: energy supply (53 percent), federal taxes (48 percent), availability of commercial/industrial waterfront property (48 percent), local (CBJ) tax rates (47 percent).

To what extent are the following factors a barrier to your business/organization’s growth?

<table>
<thead>
<tr>
<th>Factor</th>
<th>Significant Barrier</th>
<th>Moderate Barrier</th>
<th>Not a Barrier</th>
<th>Not Applicable</th>
<th>Don’t know/Ref.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of living</td>
<td>44%</td>
<td>41%</td>
<td>12%</td>
<td>2%</td>
<td>1%</td>
</tr>
<tr>
<td>Availability of housing for employees</td>
<td>39</td>
<td>33</td>
<td>20</td>
<td>8</td>
<td>1</td>
</tr>
<tr>
<td>Shipping costs</td>
<td>37</td>
<td>32</td>
<td>21</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>Health insurance costs</td>
<td>36</td>
<td>37</td>
<td>21</td>
<td>6</td>
<td>1</td>
</tr>
<tr>
<td>Availability of professional/technical workforce</td>
<td>28</td>
<td>44</td>
<td>22</td>
<td>6</td>
<td>1</td>
</tr>
<tr>
<td>Cost of commercial lease/rental property</td>
<td>28</td>
<td>32</td>
<td>31</td>
<td>9</td>
<td>1</td>
</tr>
<tr>
<td>Condition of the state economy</td>
<td>27</td>
<td>37</td>
<td>30</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Transportation linkages with suppliers and markets</td>
<td>27</td>
<td>31</td>
<td>28</td>
<td>13</td>
<td>1</td>
</tr>
<tr>
<td>Cost of labor</td>
<td>26</td>
<td>38</td>
<td>30</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Job readiness of entry-level workforce</td>
<td>26</td>
<td>39</td>
<td>28</td>
<td>6</td>
<td>1</td>
</tr>
<tr>
<td>Local government (CBJ) regulations</td>
<td>26</td>
<td>26</td>
<td>41</td>
<td>6</td>
<td>2</td>
</tr>
<tr>
<td>Availability of semi-skilled workforce</td>
<td>24</td>
<td>37</td>
<td>29</td>
<td>10</td>
<td>1</td>
</tr>
<tr>
<td>Energy prices</td>
<td>24</td>
<td>38</td>
<td>32</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Federal regulations</td>
<td>24</td>
<td>25</td>
<td>40</td>
<td>7</td>
<td>5</td>
</tr>
<tr>
<td>Availability of commercial/industrial property</td>
<td>21</td>
<td>24</td>
<td>43</td>
<td>11</td>
<td>2</td>
</tr>
<tr>
<td>Uncertainty about future CBJ tax rates</td>
<td>20</td>
<td>32</td>
<td>40</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Local (CBJ) tax rates</td>
<td>19</td>
<td>25</td>
<td>47</td>
<td>7</td>
<td>2</td>
</tr>
<tr>
<td>Capital/investment funding</td>
<td>18</td>
<td>28</td>
<td>38</td>
<td>11</td>
<td>6</td>
</tr>
<tr>
<td>Condition of national economy</td>
<td>16</td>
<td>44</td>
<td>31</td>
<td>7</td>
<td>2</td>
</tr>
<tr>
<td>Cost of Workers’ Compensation insurance</td>
<td>15</td>
<td>34</td>
<td>41</td>
<td>9</td>
<td>2</td>
</tr>
<tr>
<td>Availability of commercial/industrial waterfront property</td>
<td>13</td>
<td>17</td>
<td>48</td>
<td>21</td>
<td>1</td>
</tr>
<tr>
<td>Federal taxes</td>
<td>13</td>
<td>26</td>
<td>48</td>
<td>11</td>
<td>2</td>
</tr>
<tr>
<td>Energy supply</td>
<td>10</td>
<td>25</td>
<td>53</td>
<td>10</td>
<td>4</td>
</tr>
<tr>
<td>Availability of raw materials</td>
<td>8</td>
<td>21</td>
<td>44</td>
<td>25</td>
<td>2</td>
</tr>
</tbody>
</table>

When asked for any additional barriers facing their specific business or organization, respondents frequently listed cost of transportation to and from Juneau, the need for an educated/trained workforce, the high cost of doing business in Juneau, the business climate, declining/lack of state or federal funding, and downtown issues, including parking. A full list of responses to this question is located in the appendix of this report.
Economic Development Strategies

Respondents were asked to rate the importance of a list of potential economic development strategies. The two strategies ranked as most important were preserving Juneau’s role as Capital City (81 percent very important) and supporting existing business retention and expansion (73 percent). Three strategies were considered very important by 40 to 50 percent of respondents: expanding Juneau’s seafood industry (50 percent), expanding university and vocational training programs (43 percent), and supporting additional mining development (42 percent). The other strategies were ranked very important by fewer than 40 percent of respondents: expanding Juneau’s health care industry (36 percent), expanding senior services (36 percent), expanding light manufacturing (34 percent), and attracting more visitors to Juneau (32 percent).

Planning for Juneau’s economic future will involve establishing economic development strategies. Do you think each of the following are very important, somewhat important, or not important strategies for economic development?

<table>
<thead>
<tr>
<th>n=207</th>
<th>Very Important</th>
<th>Somewhat Important</th>
<th>Not Important</th>
<th>Don’t know/Ref.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preserving Juneau’s role as Capital City</td>
<td>81%</td>
<td>13%</td>
<td>5%</td>
<td>1%</td>
</tr>
<tr>
<td>Supporting existing business retention and expansion</td>
<td>73</td>
<td>24</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Expanding Juneau’s seafood industry</td>
<td>50</td>
<td>41</td>
<td>8</td>
<td>1</td>
</tr>
<tr>
<td>Expanding university and vocational training programs</td>
<td>43</td>
<td>46</td>
<td>7</td>
<td>3</td>
</tr>
<tr>
<td>Supporting additional mining development</td>
<td>42</td>
<td>38</td>
<td>17</td>
<td>3</td>
</tr>
<tr>
<td>Expanding Juneau’s health care industry</td>
<td>36</td>
<td>45</td>
<td>14</td>
<td>4</td>
</tr>
<tr>
<td>Expanding senior services</td>
<td>36</td>
<td>44</td>
<td>16</td>
<td>4</td>
</tr>
<tr>
<td>Expanding light manufacturing</td>
<td>34</td>
<td>51</td>
<td>10</td>
<td>5</td>
</tr>
<tr>
<td>Attracting more visitors to Juneau</td>
<td>32</td>
<td>45</td>
<td>21</td>
<td>1</td>
</tr>
</tbody>
</table>

Most Important Strategies for Maintaining or Enhancing Juneau’s Economic Well-Being

When asked to choose just one strategy, the most frequent response was preserving Juneau’s role as Capital City (46 percent), followed by supporting existing business retention and expansion (22 percent). Results were similar for the second most important strategy.

Additional strategies respondents believe present opportunities for economic development in Juneau include making more land available, both for residential and commercial use; attracting technology jobs and providing infrastructure for telecommuting; improved transportation to and from Juneau via road, air, and ferries; and capitalize on Juneau as a regional hub.
Of these potential strategies for maintaining or enhancing Juneau’s economic well-being, which do you think is most important for the community?

<table>
<thead>
<tr>
<th>n=207</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preserving Juneau’s role as Capital City</td>
<td>46%</td>
</tr>
<tr>
<td>Supporting existing business retention and expansion</td>
<td>22%</td>
</tr>
<tr>
<td>Supporting additional mining development</td>
<td>8%</td>
</tr>
<tr>
<td>Expanding university and vocational training programs</td>
<td>6%</td>
</tr>
<tr>
<td>Attracting more visitors to Juneau</td>
<td>5%</td>
</tr>
<tr>
<td>Expanding senior services</td>
<td>4%</td>
</tr>
<tr>
<td>Expanding light manufacturing</td>
<td>4%</td>
</tr>
<tr>
<td>Expanding Juneau’s seafood industry</td>
<td>1%</td>
</tr>
<tr>
<td>Expanding Juneau’s health care industry</td>
<td>1%</td>
</tr>
<tr>
<td>Don’t know</td>
<td>3%</td>
</tr>
</tbody>
</table>

Which is the second most important for the community? (First and Second mention)?

<table>
<thead>
<tr>
<th>n=207</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preserving Juneau’s role as Capital City</td>
<td>63%</td>
</tr>
<tr>
<td>Supporting existing business retention and expansion</td>
<td>49%</td>
</tr>
<tr>
<td>Supporting additional mining development</td>
<td>19%</td>
</tr>
<tr>
<td>Expanding university and vocational training programs</td>
<td>14%</td>
</tr>
<tr>
<td>Expanding Juneau’s seafood industry</td>
<td>11%</td>
</tr>
<tr>
<td>Attracting more visitors to Juneau</td>
<td>10%</td>
</tr>
<tr>
<td>Expanding light manufacturing</td>
<td>10%</td>
</tr>
<tr>
<td>Expanding Juneau’s health care industry</td>
<td>9%</td>
</tr>
<tr>
<td>Expanding senior services</td>
<td>8%</td>
</tr>
<tr>
<td>Don’t know</td>
<td>4%</td>
</tr>
</tbody>
</table>

**Most Important Strategies for Individual Businesses or Organizations**

When respondents were asked which strategy is most important specifically to their business or organization, answers were very similar to those given regarding the overall Juneau economy. Preserving Juneau’s role as a Capital City was the most important strategy at 30 percent, followed by supporting existing business retention and expansion (26 percent), and attracting more visitors to Juneau (13 percent).
Of these potential strategies for maintaining or enhancing Juneau’s economic well-being, which is most important for your business or organization?

<table>
<thead>
<tr>
<th>n=204</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preserving Juneau’s role as Capital City</td>
<td>30%</td>
</tr>
<tr>
<td>Supporting existing business retention and expansion</td>
<td>26</td>
</tr>
<tr>
<td>Attracting more visitors to Juneau</td>
<td>13</td>
</tr>
<tr>
<td>Expanding university and vocational training programs</td>
<td>7</td>
</tr>
<tr>
<td>Supporting additional mining development</td>
<td>7</td>
</tr>
<tr>
<td>Expanding Juneau’s health care industry</td>
<td>4</td>
</tr>
<tr>
<td>Expanding senior services</td>
<td>3</td>
</tr>
<tr>
<td>Expanding light manufacturing</td>
<td>2</td>
</tr>
<tr>
<td>Expanding Juneau’s seafood industry</td>
<td>1</td>
</tr>
<tr>
<td>Don’t know</td>
<td>6</td>
</tr>
</tbody>
</table>

Just under half (46 percent) of respondents felt it is important to actively promote Juneau in order to attract new residents, while 35 percent believed it somewhat important, and 19 percent believed it not important.

Do you think it is very important, somewhat important, or not important that Juneau actively promote itself to attract new residents?

<table>
<thead>
<tr>
<th>n=197</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very important</td>
<td>46%</td>
</tr>
<tr>
<td>Somewhat important</td>
<td>35</td>
</tr>
<tr>
<td>Not important</td>
<td>19</td>
</tr>
<tr>
<td>Don’t know</td>
<td>1</td>
</tr>
</tbody>
</table>

Transportation Infrastructure Improvements

Respondents were asked to evaluate a set of possible transportation infrastructure improvements in relation to the potential for the improvement to enhance their business or organization. Among the four improvements, the one with the most significant potential to enhance respondents’ businesses was construction of a road to the Katzehin ferry terminal, with 31 percent saying the potential was significant and another 19 percent citing moderate potential. Close behind was a second crossing to Douglas Island at 26 percent significant potential, and 34 percent moderate potential; similar ratings were given to extension of a highway to West Douglas at 26 percent significant potential and 32 percent moderate potential. More frequent Lynn Canal service was rated to have slightly less potential at 22 percent significant and 36 percent moderate.

All four improvements were given similar “no potential” ratings at 36 to 40 percent.
Improvements to transportation infrastructure can be an important aspect of economic and business development. For your business or organization, would each of the following have significant potential, moderate potential, or no potential to enhance your business/organization?

<table>
<thead>
<tr>
<th>n=203</th>
<th>Significant Potential</th>
<th>Moderate Potential</th>
<th>No Potential</th>
<th>Don’t know/Ref.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction of a road to a Katzehin ferry terminal</td>
<td>31%</td>
<td>19%</td>
<td>40%</td>
<td>9%</td>
</tr>
<tr>
<td>A second crossing to Douglas Island</td>
<td>26</td>
<td>34</td>
<td>38</td>
<td>2</td>
</tr>
<tr>
<td>Extension of a highway to West Douglas</td>
<td>26</td>
<td>32</td>
<td>36</td>
<td>5</td>
</tr>
<tr>
<td>More frequent Lynn Canal ferry service</td>
<td>22</td>
<td>36</td>
<td>38</td>
<td>4</td>
</tr>
</tbody>
</table>
Local Business Climate

A community’s business climate is determined by a variety of factors. Among those factors are support of businesses and business activity by local government, the local taxation regime, quality of public infrastructure, and the cost of public services. Respondents were asked to consider these local government-related factors and rate the business climate in Juneau. Respondents rate the current business climate an average of 5.7 on a scale of 1 to 10, with 1 being “very weak” and 10 being “very strong.” Two-thirds of respondents rate the business climate in the mid-range (between 4 and 7), while 18 percent rate it more highly (between 8 and 10), and 14 percent rate it between 1 and 3.

Data was analyzed to check for commonalities (sector, size of business, opinions) between respondents to who rated the local business climate as very weak. No noticeable factors differentiated this segment of respondents from other respondents in the data.

Overall, how would you rate the business climate in Juneau today, using a scale of 1 to 10, where 1 means “very weak” and 10 means “very strong”?

<table>
<thead>
<tr>
<th>n=202</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>8 – 10 Net</td>
<td>18%</td>
</tr>
<tr>
<td>10 Very strong</td>
<td>1%</td>
</tr>
<tr>
<td>9</td>
<td>1</td>
</tr>
<tr>
<td>8</td>
<td>16</td>
</tr>
<tr>
<td>4 – 7 Net</td>
<td>66%</td>
</tr>
<tr>
<td>7</td>
<td>21%</td>
</tr>
<tr>
<td>6</td>
<td>16</td>
</tr>
<tr>
<td>5</td>
<td>18</td>
</tr>
<tr>
<td>4</td>
<td>11</td>
</tr>
<tr>
<td>1 – 3 Net</td>
<td>14%</td>
</tr>
<tr>
<td>3</td>
<td>7%</td>
</tr>
<tr>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>1 Very weak</td>
<td>4</td>
</tr>
<tr>
<td>Average</td>
<td>5.7</td>
</tr>
<tr>
<td>Don’t know</td>
<td>1%</td>
</tr>
</tbody>
</table>

Respondents were asked for specific measures the CBJ (Assembly) could take to support economic development in Juneau. The most commonly identified measures were improving the business climate, including the regulatory environment; balancing the city budget and controlling spending; making CBJ land available for private development; supporting quality of life amenities, such as recreation facilities; revitalizing and supporting the downtown core; addressing the housing situation; and providing tax incentives for development.
When asked specifically about what the CBJ could do to improve the business climate in Juneau, respondents identified a number of measures including streamlining the permitting process, assisting with development of affordable workforce housing, improving downtown, and improving public transportation. A full list of suggested measures for economic development in general, as well as improving the business climate, is available in the appendix.

**Southeast Alaska Business Climate**

When compared to the business climate in other Southeast Alaska communities, 45 percent of respondents feel that Juneau’s business climate is better, while 18 percent feel it is worse, and 22 percent feel it is about the same.

With respect to local government-related factors, do you think the business climate in Juneau is better, worse, or about the same as in other Southeast Alaska communities?

<table>
<thead>
<tr>
<th></th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Better</td>
<td>45%</td>
</tr>
<tr>
<td>Worse</td>
<td>18</td>
</tr>
<tr>
<td>About the same</td>
<td>22</td>
</tr>
<tr>
<td>Don’t know</td>
<td>15</td>
</tr>
</tbody>
</table>

$n=202$
Type of Organization/Sector

The survey was open to all Juneau employers. Almost two-thirds (63 percent) of respondents represented for-profit businesses, 23 percent represented private non-profits, and 14 percent represented government entities.

<table>
<thead>
<tr>
<th>Type of Organization</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>For-profit</td>
<td>63%</td>
</tr>
<tr>
<td>Private non-profit</td>
<td>23%</td>
</tr>
<tr>
<td>Government</td>
<td>14%</td>
</tr>
</tbody>
</table>

Respondents represented a broad range of sectors. The three most prevalent sectors were professional services (16 percent), social services (10 percent), and finance/insurance/real estate (10 percent).

Which sector best describes your business/organization?

<table>
<thead>
<tr>
<th>Sector</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional services</td>
<td>16%</td>
</tr>
<tr>
<td>Social services</td>
<td>10%</td>
</tr>
<tr>
<td>Finance/insurance/real estate</td>
<td>10%</td>
</tr>
<tr>
<td>Government/military</td>
<td>9%</td>
</tr>
<tr>
<td>Retail or wholesale trade</td>
<td>9%</td>
</tr>
<tr>
<td>Tourism/hospitality</td>
<td>8%</td>
</tr>
<tr>
<td>Construction</td>
<td>5%</td>
</tr>
<tr>
<td>Education</td>
<td>5%</td>
</tr>
<tr>
<td>Food/beverage service</td>
<td>3%</td>
</tr>
<tr>
<td>Health care</td>
<td>3%</td>
</tr>
<tr>
<td>Arts</td>
<td>2%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>2%</td>
</tr>
<tr>
<td>Media/communications</td>
<td>2%</td>
</tr>
<tr>
<td>Alaska Native Corporation</td>
<td>2%</td>
</tr>
<tr>
<td>Mining</td>
<td>2%</td>
</tr>
<tr>
<td>Fishing/seafood</td>
<td>1%</td>
</tr>
<tr>
<td>Information technology</td>
<td>1%</td>
</tr>
<tr>
<td>Transportation-Aviation</td>
<td>1%</td>
</tr>
<tr>
<td>Transportation-Other</td>
<td>1%</td>
</tr>
<tr>
<td>Utilities</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Other</td>
<td>5%</td>
</tr>
</tbody>
</table>
Size of Business/Organization

A variety of organization/business sizes are represented in the survey results. Almost half (49 percent) are small businesses with less than 10 employees, 19 percent employee between 10 and 25, and 11 percent employee between 26 and 50. Large employers are also included in the results: 13 percent of respondents represent a business or organization with over 100 employees. The average business/organization size represented in the sample is 53 employees.

<table>
<thead>
<tr>
<th>n=219</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;10</td>
<td>49%</td>
</tr>
<tr>
<td>10 – 25</td>
<td>19</td>
</tr>
<tr>
<td>26 – 50</td>
<td>11</td>
</tr>
<tr>
<td>51 – 100</td>
<td>6</td>
</tr>
<tr>
<td>101 – 150</td>
<td>4</td>
</tr>
<tr>
<td>151 – 250</td>
<td>4</td>
</tr>
<tr>
<td>251 – 400</td>
<td>1</td>
</tr>
<tr>
<td>400+</td>
<td>4</td>
</tr>
<tr>
<td>Don't know</td>
<td>2</td>
</tr>
</tbody>
</table>

Average # of employees 53
Average peak # of employees 54

Location of Business Activity

Most respondents conduct at least some of their business outside of Juneau in other Southeast Alaska communities. Businesses were asked what percent their gross sales are to customers/clients residing elsewhere in Southeast Alaska. Non-profits were asked to identify the percentage of their clients who reside elsewhere in Southeast. Almost half (48 percent) of all respondents report doing over 5 percent of their business in other Southeast Alaska communities. Nine percent report over half of their business occurs elsewhere in Southeast.

Approximately what percentage of your business’ gross sales are to customers/clients who reside elsewhere in Southeast Alaska? For non-profit organizations, please indicate what percentage of your clientele reside elsewhere in Southeast.

<table>
<thead>
<tr>
<th>n=191</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>0% - 5%</td>
<td>28%</td>
</tr>
<tr>
<td>6% - 10%</td>
<td>10</td>
</tr>
<tr>
<td>11% - 25%</td>
<td>13</td>
</tr>
<tr>
<td>26% - 50%</td>
<td>16</td>
</tr>
<tr>
<td>51% - 100%</td>
<td>9</td>
</tr>
<tr>
<td>Not applicable</td>
<td>17</td>
</tr>
<tr>
<td>Don't know</td>
<td>8</td>
</tr>
</tbody>
</table>
**Respondent Role in Business/Organization**

Most respondents were in leadership positions in their business/organization. One-half (50 percent) reported being an owner or co-owner. Another quarter (24 percent) were a CEO, manager, or Executive Director, while 16 percent reported being a division or department head. Seven percent of respondents described themselves as staff.

<table>
<thead>
<tr>
<th>Position</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owners/Co-owner</td>
<td>50%</td>
</tr>
<tr>
<td>CEO/Manager/Executive Director</td>
<td>24%</td>
</tr>
<tr>
<td>Division/Department Head</td>
<td>16%</td>
</tr>
<tr>
<td>Staff</td>
<td>7%</td>
</tr>
<tr>
<td>Board Member</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>1%</td>
</tr>
</tbody>
</table>

Which of the following best describes your position with your organization or business?
Appendix: Open-Ended Responses

Q8 other. What do you think is the single most important challenge facing Juneau’s economy in the next five years?

1) Recruiting talent; 2) paying them enough to comfortably live here; 3) finding them a place to live.
1. Road service in/out of town. 2. Repeal senior tax exemption, except for extreme needs based and that is for all ages. 3. We need more visitors to Juneau, more cruise/hotel/b&b and can you believe there isn't one single legitimate "wilderness" style lodge in Juneau - CBJ needs to sell land to be developed?!?! A lack of affordable housing and child care, both of which make living here difficult for the young families needed to sustain a community.
A large population of alcohol/drug dependent residents who live off social services.
Affordable space to do business. Too many city hurdles in the permit department. Affordable housing.
Aging population (x2)
Aging population, affordable housing.
Attracting new businesses to Juneau
Attracting qualified young workers.
Availability of affordable workforce housing.
Available housing to attract skilled labor to fill year around jobs. City not actively looking to expand tax base.
Balancing local interests with outside interests while maintaining a sense of community and identity.
Balancing tourism with quality of life for locals
Borough government continues to discourage private and government sector investment and development. This needs to change.
Budget issues.
Building capacity among residents. Solving local problems locally, obtaining local capital sources for investments in the local housing and economy solutions.
Capital creep (x2)
Capital creep - particularly of state leadership.
Capital creep and the loss of resident jobs - jobs that require people to actually live here.
CBJ and Juneau school district deficits.
CBJ budget.
CBJ budget allocation.
CBJ budget shortfall.
Changing the course our elected leadership is taking the community.
City budget deficits/rising tax burden.
City finances.
City government’s anti-business attitude.
“Conservation” groups who oppose economic development at all costs without paying any attention to the damage they are causing the borough and state economies.
Consistent job growth for residents of the community.
Contraction in the federal, state, and local government workforce.
Cost of doing business, metal prices.
Cost of living.
Cost of living due to high shipping, fuel and food costs.
Creating economic vitality locally and regionally to offset continuing declines in state support.
Creeping up cost of local government and housing.
Declining governmental revenues, state oil revenues and federal monies that are flowing through to all aspects of our local economy.
Declining oil revenues impacting state spending, capital projects and employment in Juneau.
Declining role in overall Alaska economy as a result of changing demographic trends.
Declining school enrollment and having 2 high schools. This is becoming a millstone around the town’s neck. We should never have built a second school.
Demographics: too many older people leaving and too few young families coming. Must keep and return high paying state and federal jobs.
Dwindling government jobs. This has a larger impact than people losing jobs. The smaller the governmental presence, the fewer corporate and government travelers, particularly in the winter months when they are most needed.

Economic improvement during budget declines.

ELECTING EFFECTIVE FORWARD THINKING LEADERSHIP THAT WILL LOOK TO ADVANCE EMPLOYMENT, HOUSING RESOURCES IN JUNEAU.

Energy, both source and cost.

Establishing, and adhering to, a sustainable municipal budget.

Failure to recognize consequences of increased GHG emissions and atmospheric concentration, and consequences thereof: (1) rapid climate change; (2) sea level rise; (3) ocean acidification; (4) species extinctions; (5) environmental refugees fleeing low-lying coastal areas.

Failure to recognize quality of life issues. City leadership thinks it prioritizes the economy when it prioritizes an outdated vision of growth and economic drivers. But the university, government, and tourism are the real drivers. A focus on schools, recreation, and quality living/urban centers will make Juneau stronger for the future by creating an environment where workers and visitors want to be.

Fallout from implementation of health care and how it could combine with the possible increases in minimum wage that could strangle small businesses ability to operate.

Funding to improve Juneau’s business climate and locations.

Getting the man power to keep existing businesses functioning. I hear every day from fellow business owners that all of us suffer from lack of help. Sometimes just a warm body that will show up is tough to find.

Good fast ferry service and computer access.

Government funding reductions which will result in a decline in overall employees at the local, state, and federal level.

Governor Parnell’s insane initiative to enrich the oil companies and drive the Alaska economy off a fiscal cliff by devastating state government and the many small businesses and individuals that depend on that multiplier effect. If the Gov. gets his way, we’re screwed in Juneau!

Growing local and sustainable economic practices - increasing the quality of life for citizens without compromising to big businesses.

Homeless drunks.

Housing (x12)

Housing and development for commercial businesses.

Housing both long-term and short-term.

Hunger and homelessness.

It seems to me that the economy is based on working people earning and spending. Availability of jobs for residents and a government focus of getting people to work rather than being supported by the government is what will strengthen the economy. With an increase of entitlement programs, and laws and taxes making it harder on small businesses and new businesses, I don’t see that happening. That is just my opinion. I think this economic development process is good.


Juneau’s ageing population, coupled with affordable housing and the high cost of living.

Keeping the capital here and encouraging the leadership to employ locals or move the appointees to Juneau.

Keeping young people here.

Labor! Challenging to recruit and retain skilled professionals. Difficult to compete for entry level positions with some higher paying seasonal or government opportunities.

Lack of a qualified workforce - demand far exceeds supply.

Lack of affordable housing for young people to commit to making Juneau home.

Lack of investment in and support by city leaders of key industries, such as tourism, mining and seafood.

Lack of new household formation, population growth.

Lack of private spending, city with budget in the red.

Local buying.

Local companies fighting the national advantages. Keep it local.

Local government budget deficit/increasing taxes to close gap.

Local governments lack of strong fiscal leadership.

Maintain infrastructure while adding available land, both residential and commercial/industrial

Maintaining our quality of life in the face of budgetary concerns and the apparent unwillingness of a majority of Assembly members to consider a modest increase in the property tax mill rate to pay for the amenities and services that make Juneau a great place to live and work.
National politics and the national economy
Oil
Out of control government spending on all fronts--local, state, and federal.
Over regulation.
Over spending.
Over-development that will cause us to lose that which makes us attractive to residents and visitors.
Price/availability of oil
Prop 1, oil taxes.
Property, water tax, employee housing.
Reduce government regulations and spending.
Reduced CBJ funding.
Reduced government funding.
Reducing regulatory burden and releasing CBJ land into the private sector.
Reduction of services for our city budget parking.
Reductions in government spending.
Replacing the aging work force with talented younger people with vision for creating a healthy economy.
Resource development/extraction decline affecting all employment sectors.
Sewer, water and garbage.
Skilled workers.
Speaking for downtown mom/pop businesses. Big box stores choking downtown and also Juneau being a closed community. Access issues.
Stagnation.
State and federal spending.
State and local government commitments to retirement plans and union contracts will bankrupt the economy because of the taxes required to support the agreements.
The high cost of owning and operating a business in Juneau, and while there are many people retiring in Juneau there is not a strong work force of younger people settling in Juneau. It is going to be hard for businesses and non-profits to find quality workers to fill key positions because there will be too much work and not enough workers.
The seedy underbelly that dominates downtown at all hours. Too many alcohol abusers, derelicts and smokers have overrun what used to be a prime shopping district. The city has invested large sums for improvements in the summer-only section, Seward St., Main St. and the Sea walk, and these investments provide these areas with a much improved look and attracts shoppers away, while the proliferation of bums is a major detriment to established, locally owned long term businesses in the new skid row of the northern end of s franklin street.
The various factors that inhibit growth, physical growth as in places and affordability of places to build and growth of businesses to provide increased tax revenue.
To manage tourism better, so that more money stays in Juneau.
Too many local businesses have been pushed out of business by out of town interests.
Too much local government, city employee salaries too high, poor cost control (for example, Bartlett hospital CEO salaries and other high officials/department heads.
Transportation, the road, which will draw more year-round business.
Voter referendums that cost the city more money than what they can afford. Examples include: Thunder Mountain High School and the new pool. These issues force the city to staff and financially support them when we don't have the money.
Water and sewer infrastructure.
We are transitioning from a majority government based economy to a majority private industry based economy. Juneau's high cost of living and doing business puts private industry at a disadvantage.
Weaning the city off taxing and bonding to create the illusion of economic growth.

Q.11 Are there additional factors not listed that you believe present significant barriers to economic development in Juneau?
1. Failure to improve energy efficiency of all sectors, public and private. 2. Failure to reduce consumption of liquid fossil fuels, especially highway gasoline and heating oil; excessive dependence on imported liquid fossil fuels. 3. Failure to design community for compact, increased density, for efficient service via public transportation; failure to prevent sprawl by policy, avoiding West Douglas road extension.
1. There is no road out of Juneau; we need a road or at least complete the Juneau access project.
2. CBJ's fiscal crisis.
3. Availability of land for commercial development.
4. Seems like the split community of Juneau hates Oil, Timber and Mining. These are significant portions of our economy, their mindset needs to be changed as it’s a significant barrier to economic development.

A tendency for the local business community and government to ignore quality of life enhancements, which go far in attracting qualified employees and entrepreneurs to a place like Juneau. We have a tendency to push through crass development that detracts from the overall attractiveness of this city, in a shortsighted push for any kind of development at the cost of the longer term economic health of the city.

Affordable health care; lack of support for quality of living elements such as pool, libraries, Eaglecrest, etc. Again, over-development that would make us lose what makes us special, and thus attractive to residents and visitors.

Aging population (x2)
Attitudes and perspectives.
Availability of educated/trained workforce.
Basic costs of doing business in Juneau (space rent too high, businesses based on local population size).
Borough attitude and policies discourage investment and raise the cost of such - this is true for both private sector and public sector investments.
BOTH of the other two barriers (availability of affordable housing and cost of transportation to and from Juneau).

Bus transportation - no buses to airport or ferry terminal.

CBJ community development is the roadblock to our housing problem. Help us build more housing not slow us down.

City codes (permits) are burdensome, attitude to promote new business is not there at city level.

City government.
City government is not business friendly or cooperative.
Commercial rentals too HIGH!!
Community development CBJ.

Comprehensive package to attract the right kind of employer. Need some sort of sustained big emphasis.
Cost of development by government red tape. Government largess has become the new industry. Retired government employees run the local Assembly. Our city manager doesn't have a grasp of how to organize a large staff.

Cost of freight to Juneau.
Cost of fuel. Transportation costs in and out of Juneau.

Cost of rent for commercial space.

Cost of transporting goods to Juneau.

Costs for solid waste and wastewater disposal will significantly outpace inflation without additional planning and investment, and this will exacerbate the high cost of living.

Development of more year-round employment opportunities that provide a living wage.

Difficulty with city government and its pervasive yet unimportant role in creating private sector development.
Downtown property is assessed so high by the city, no feasible purchase, develop, and improvement housing solutions are possible. Current property owners think their property is worth millions. But the cost to improve, convert or construct housing in the downtown core area is not possible to achieve. We need capacity building for workers, owners and managers.

Educational structure. A barrier for folks to move to town if education is a high priority.
Encouraging and embracing small businesses.

Everything on your list is a significant barrier, transportation, lack of affordable land, this is a great place and only the well-off can enjoy it.

Excessive, centralized planning by CBJ staff, excessive permitting.
Expensive/unreliable broadband and lack of cutting-edge thinking.

Failure of the education system, particularly early childhood education.

For private businesses, competing with high pay rates and good benefits that are offered by local and state government and both of the local mines makes it very hard to keep or find good employees that will stay on with your company.

For the downtown economy, we have a real parking situation SEVERELY discouraging most people shopping downtown. I cannot stress how many customers do not support downtown businesses due to the parking situation, absolutely horrible.

Fuel prices and city sales tax levied on fuel.
Government regulation is already excessive, and only getting worse.

Government spending and regulation.

Harbor fees are among the highest in the state, causing many fishermen to move their boats and recreational boaters to give up their boats.

Health care.

High cost of health care.

I believe not having a better transportation system is a barrier. I would like to see more/extended hours for bus service as well as more areas that the buses service where residents live.

I think all of the other factors above except declining oil revenue roll into cost of living. There is also a big and growing divide in thinking between government employees and private sector. Automatic raises and continued cost increase to tax payers of benefits is not in line with private sector employees.

I think the housing problem has more to do with affordability than availability - housing options are not difficult to find, but it is very difficult to find decent options in the $200k-$300k range.

I think there is a wonderful revitalization taking place in downtown Juneau but that housing needs to be available. There are two buildings - the Gross Theater and the burned out building on franklin that I feel need to be purchased - by the city – or/either used for housing. They are smack in the middle of downtown and are wasted. The burned building needs to have something done to it because the combination of it with pocket park is horrible for pan handling fighting and drugs/alcohol all of which deter people from that area of town.

In the cost there are significant barriers to being able to be a global competitor for goods and services.

Inadequate mass transit, especially coverage beyond Auke Bay.

Infrastructure deferred maintenance and needs – sewer, water, and waste disposal.

Infrastructure including road access, airport, Internet/communications.

Infrastructure needs (roads, water supply, sewers, refuse management).

It is not actually availability of affordable housing that is a problem - it is availability of housing. Price is only one of the issues.

It would be interesting to pilot a project providing accessible capitol to entrepreneurs in tourism, recreation, or quality of life projects.

Juneau, AEL&P lacks the energy capacity to hook up our new cruise ship docks. Lack of power is costing our two largest employers millions of annual expense annually.

Lack of a road connection. Lack of CBJ selling land for development. Need more cruise ships, planes and visitors from other means.

Lack of density in developments (sprawl instead of good development). The need for public money to support development means developers get a free ride and are waiting for their handouts instead of paying for the infrastructure they need. Lack of quality construction. Lack of quality design makes investment risky. Car centric designs means parking is a priority that sucks the life out of many opportunities. Taxes need to be higher so that there is more money in the coffers for paying for roads (so more profit in building housing through public subsidy).

Lack of enough focused local effort to explore applications of local talent and money to current problems and opportunities in housing, renewable energy, and solid waste disposal.

Lack of policies supporting population growth, new private sector business and job creation.

Lack of senior services and housing.

Lack of services for our aging populations such as assisted living.

Local public transportation system does not serve the working poor very well--limiting the ability of companies to hire workers and keeping otherwise productive citizens out of work.

Medical expenses and availability.

Medical expenses are very high and a lot of treatments requires high cost travel to a larger hospital.

My concern for the cost of transportation does not mean that I am pro-road. In my opinion, a road to Skagway is unlikely to have any real improvement impact on Juneau's economy.

Non-development attitude/intolerance of different business sectors.

Not enough focus on developing high demand, high ROI jobs for people that live in Juneau.

Over regulation by city. (x2)

Over regulation, excessive permitting fees, and lazy CBJ employees.

Political support for sustainable, local economic enterprises.

Potential capital move.

Regulation, lack of fiscal discipline leading to increased taxes, lack of critical skills (hard to find A level) employees.
Road Access.
Road access to Juneau.
Seasonal housing and housing the legislature.
Support from established businesses to grow the business community and encourage competition.
The cost of CBJ regulation to prepare land for either residential or commercial development.
The cost of commercial rentals makes starting a business prohibitively expensive in many cases. Our pension liability is a huge problem. The state and city retirement and benefits system has been built out like a pyramid scheme with the baby boomers at the top and every other generation propping up the weight of their guaranteed entitlements.
The dramatic and unfriendly suggestions by the CBJ on how to fix their budget shortfall. One thing Juneau has on its side is that unlike most of the Lower 48, our city invests in and supports true leisure opportunities like parks, pools, and community centers. Shopping and paying for entertainment are not the main free time activities. We also support education (at least infrastructure), public transport, and libraries. The USA is falling quickly behind the rest of the developed world in these areas. Juneau needs to continue to do this, not pull back. We need to add support for hospitals/better health care and seriously address elder care. All of these create jobs and improve sense of community and individual well-being. We must invest in keeping our local society filled with purpose, dignity, and meaning. We have community, clean air, and fresh water. Don't let it degrade. We won't attract new residents and workers and entrepreneurs if our city is unfriendly and unsupportive on top of being overpriced and difficult to get to.
The inability of the city, or their reluctance to reduce their expenses (meaning employees) to better match the size of the community -- they are trying to raise fees which will hurt private enterprise and in turn hurt everyone.
The internet and box stores.
The lack of a road to Juneau is a critical component of making business affordable. Our ability to grow fish exports, beer, travel, and recreation are all retarded by the lack of a hard link to Skagway.
The lack of meaningful economic opportunities -- whether through existing jobs, entrepreneurship, or otherwise -- in Juneau results in brain drain and capital creep, and dissuades people from choosing to make Juneau their home.
The more accommodations of housing and tours provided for tourism, the more you obscure what the tourist come here to see.
The survey and other surveys keeps saying "affordable housing", it's really "HOUSING". Community development has to really live by their name instead of Community Anti-Development.
The unwillingness to allow reasonable development of our community by a small fraction of citizens.
The visitor industry artificially inflates commercial rents, making it harder for local businesses to get off the ground.
The waste management in Juneau is a very big issue that causes great concern for the future of the city. The city wants to improve, but does not have basic infrastructure in place to take care of our own trash. In addition, there is a lot of waste and poor management within the city. Juneau has a lot to improve upon, but the Assembly is not utilizing what it already has in place. Just take a walk down South Franklin and one can see the potential. The City Assembly needs to be more forward thinking.
The weather. Seriously, retaining anyone but Juneau born folks is difficult. Most leave because of high costs and bad weather.
USFS land access policies and CBJ mining ordnance.
Wasteful government spending.
We need a road to Skagway.
Weather (x2)
Weather, a lack of competition from isolation causes increased prices.
Welcomeing and nurturing of start-ups that benefit community health.
Workforce: a well trained workforce to do white collar work.
Yes - the downward spiraling vortex of alcohol, tobacco, and drug addiction and its effects on individuals and now the entire neighborhood of the historical Franklin St. shopping district.

Q12. Are there additional factors not listed that present significant barriers to the growth of your business or organization?
5 years ago Juneau AK was one of the best places to live if you were a senior. Now the best is declining rapidly.
Absence of business sector development - business growth. We serve businesses.
Absolutely. The lack of entrepreneur opportunities due to City bureaucratic roadblocks certainly effect our business. If someone cannot afford to 1) start a business, 2) build and or remodel their commercial building without the hassle it takes now, our business does not grow. When our business cannot grow, we must lower staff (last alternative and luckily we've not had to do that), cut expenses which takes out of someone else's pocket including the staffs. It's a huge domino effect.

ACA/health care costs and reform.

Access to capital. Local banks don't serve the local economy that needs to be here. They serve an economy of the past, which does not work and is not present. They have all sorts of cash yet they don't make it available to local people who really need it to be successful. Why?

Aging population.

As a downtown business owner, my business is significantly affected by the constant presence of inebriates. Every day we observe instances of foul language usage, screaming altercations, physical fights, drug dealing, and/or aggressive panhandling. On my way to open my shop each day, I often see vomit, dog poop, garbage and gobs of spit on the sidewalk. Many of the doorways reek of urine. This winter a customer from another town in Alaska visited Juneau for the first time and told me he was shocked by the dirty and rundown appearance of the downtown area.

As a small independent competing against government subsidized programs like THRHA among others, I simply can't compete.

At our co-operative artists gallery we are not seeking growth - stability would be fine. We'd like to stem the decline of our neighborhood and regain the opportunity to be located in an attractive and vibrant shopping & cultural district like we used to have - without having to move.

At this point we're only limited by our own finances and time. We'd love to buy property and expand our operations but we don't want to overextend ourselves and fall apart like many other businesses we've seen. I think my biggest frustration as a small business owner is seeing so much money from the state and local governments constantly being poured into the pockets of for-profit businesses that are not my own. Incentives and tax breaks for large organizations not even owned by Alaskans. Why invest in propping up businesses that are failing when we could be investing in businesses that are succeeding? Or better yet, put that money into education.

Availability of grant funds.

Available work force and lack of affordable access to Juneau. Build a highway.

Borough comprehensive plan and its interpretation by borough staff is a huge obstacle to private and public sector investment, especially in transportation.

Burden of dealing with local government i.e.: CDD.

CBJ self-performing work rather than using private sector.

Changing demographics in Alaska will necessitate the recruitment of out-of-state students to keep certain programs fully enrolled.

Changing patterns for cruise ship and local traffic - cruise ship passengers less likely to come to the "historic" downtown area, while locals avoid downtown because there's too many cruise passengers. Also, growth in the number of homeless/intoxicated people downtown.

City government.

Consolidated Shipyard services are needed.

Cost of doing business in remote location--shipping costs, small local market.

Cost of insurance. Intense competition in tourism industry. Unpredictability of tourism industry.

Cost to rent office space for business.

Cost/availability of transporting goods to Juneau.

Declines in federal, state, and city government spending.

Declining federal dollars to subsidize our work.

Declining federal funding.

Declining federal funding for non-profit sector services.

Declining federal revenues (due to dysfunctional Congress, war/bank bailout costs, aging workforce).

Declining reimbursements for health care services while costs are rising.

Decreasing public funding.

Developing true cooperating partnerships to provide education opportunities.

Downtown parking availability, mixed-use downtown housing/office space, cost and speed of internet services.

Downtown parking is worse than it has been in years, and people do not want to come downtown if they don't have to.
Education funding cutbacks affect electives offerings.
Energy sources and costs.
Excessive regulation and increased costs charged to retailers only in the downtown along with the poor parking regulation has made downtown a less desirable location for business.
FEMA V zone classification and the capitol move.
Finding employees willing to work.
Finding talented employees for the salary and benefits we can afford to pay.
Finding young talent.
Government over-regulation and lack of population growth.
Growth limitations.
Growth of my business (local government) would be seen by many as detrimental to the general economy. It's worth noting, I think, that local government does contribute to the economy through a number of means (resident jobs, quality of life services, mandatory services, bringing in federal/state grant money, helping to reverse capital creep).
High airfares.
High cost of fuel oil, and potential vulnerability to price increases.
Higher property taxes and city taxes are a big issue. The city could charge for more services that aren't covered by the tourism industry (such as helping to pay for our wastewater treatment that has to be oversized for 1,000,000 visitors every year that we have to help pay for).
Higher taxes and fees by the CBJ, whether it be millage rate to water and sewer costs.
I believe that it amounts to transportation cost and the ability to have or afford housing.
I cannot find skilled labor and I have to pay a huge training cost and then pay inflated wages for mediocre quality. I think it's tied to the lack of housing here why we can't get young people to move. I can't grow my business without quality middle managers.
I operate a child care business. Several problems make it difficult to operate a successful child care business in Juneau and the city needs to do more to help.
I provide a service to statewide clients and could easily be located anywhere. I choose to live in Juneau but could live anywhere in the State. My choice to live in Juneau, and spend my earnings here, costs me 5% (sales tax).
I'm in the news publishing business, so the remote nature of Juneau is a barrier, but not an impossible one. Increased regulations and administrative requirements required by the federal and state government.
Increasing operating cost, such as taxes, property assessments, utility cost, and insurance, and so on drive the cost of residential rental properties preventing affordable housing in the rental market. $2000 per month for a 2-3 bedroom is not affordable but is what is required for an owner to make a return on their investment.
Instability in the community is the biggest barrier. When people are concerned about the potential impacts of tax increases both sales and property, fee increases for daily services and the ongoing conversation about how expensive it is to live here it makes for a hesitant consumer.
Juneau Assembly needs to get going on collecting sales tax on Internet sales by zip code delivery address. They were approached 8 years ago on this and seemed to think it wasn't an issue and would be impossible. Juneau is not doing a good job of enticing young professionals. There will not be enough qualified workers to fill positions in our large agency.
Juneau's no growth attitude, local government only representing one side of this town, too much talk, no action.
Lack of a good pool of potential employees; high cost of benefits you need to pay to keep employees.
Lack of help. Potential employees decline my job offers after looking into the cost of housing, living, transportation.
Lack of seasonal housing for the tourist industry.
Lack of start-up investors and mentorship, angel funders within the state.
Lack of state and federal funding of grant programs for social services puts more reliance on local sources of income.
Lack of understanding by policy makers of the complexities of the housing market, the bifurcated nature of that market and the difference between "need" and "demand".
Land for development.
Limited Seafood Industry here in Juneau.
Local government policy's lack of vision and being able to adapt to changing world conditions. Poor fiscal planning on the part of the City. Poor problem solving from city planners and head officials.
Mass market encroachment, ACA costs, loss of significant competition in the barge business has already driven up the cost of transporting goods significantly.
My business relies in large part on State capital budget projects. That funding is notorious for up and down cycles, and is trending down with declines in oil revenue. Private sector economic advances will need to be significant to off-set reliance on State for capital projects.
My business thrives on the growth and prosperity of other small businesses needing my services.
My clients are worried about spending money that they do not see getting in the future. My clients are turning away from looking at Juneau as a good place to invest because of the uncertain business climate, the potential of increasing taxes in Juneau, the potential for increasing fees, the increasing cost of living for their employees, the high rental housing market, the high purchase market for homes.
Need more activity in the downtown area. It absolutely dies when the cruise ships leave town. Get the ship owned stores or non-local owned stores out of here.
No private land and over regulation.
No, but we are considering moving to Sitka because of degradation of quality of life in Juneau resulting from unintelligent government policies driven by the Juneau Chamber of Commerce and its allies.
Non-profit sector is crowded.
Not enough commercial rentals to the dockside and too expensive!!
Not many are valid...just work together to get it done!
Overall income levels have an effect on contributions, which is how we receive income. If people are strapped for money, they are less generous.
Poor CBJ business friendly atmosphere. CBJ overspending. Lack of a road.
Rampant and rabid opposition to economic development opportunities by various "conservation" groups.
Regulations
Regulatory burdens and over-reach.
Reliable high bandwidth internet.
Road out of Juneau.
Sales tax exemptions and online shopping (tax free) reduce the amount of money going to local government.
Sales tax fraud.
Shallow local labor pool with required skills, difficulties in attracting senior managers to relocate to JNU from outside.
Shift of social services to non-profits who because of cost of living increases leaves a shortage of cash to serve the already disenfranchised.
Shipping to/from Juneau and housing.
Signage is ugly but effective at growing businesses. Sacrificing aesthetics to grow businesses is one option. When the place looks like a dump, investments are unlikely to happen. Screening construction sites would improve aesthetics. Better garbage removal would be an improvement. Better maintenance of city assets would be huge for making Juneau more attractive to investment and its citizens.
Taxes too high - tax assessments increasingly unrealistically.
The ability of retail customers to purchase goods via the internet. With the cost of doing business so much greater, it is challenging to meet down south prices as a retailer.
The availability of highly talented professionals.
The barge companies high cost of shipping is the new big problem. Over regulation by CBJ and the state and high property taxes.
The city is sitting on a huge inventory of land. This land could be released to the public via lottery for affordable housing and commercial development. In turn, the CBJ would benefit from additional property taxes and economic growth.
The fear that SB-21 will get overturned in August and the State will have less to spend on capital projects or major maintenance projects in Juneau or around the state which all the design firms in Juneau rely on for a significant portion of their work.
The lack of a clear identity or brand for Juneau results in being considered primarily a cruise ship stop, rather than its own worthwhile travel destination. This leads to lost independent traveler revenues. Many see Juneau as an airport to pass thru on their way to Glacier Bay. Really a shame because Juneau has so much more to offer.
The way the laws are enforced by CBJ, concerning year-round local businesses, and out of town businesses being treated differently.
There does not appear to be enough recognition of, or encouragement for, the application of entrepreneurial enterprise to local problems.

Tourism support, cost of travel, lowering cruise ship fees.

Transportation costs (including shipping costs).

Transportation costs into Juneau.

Transportation costs to Juneau for visitors.

Up until 5 years ago, 80% of my work was private, it is now government. Something has occurred which has made private development stagnant, and it is not government's role to replace private development as the economic engine.

USFS land access policies for mining and the road less rule.

Various local requirements because of location. For example, buildings located in the 'historical district' of downtown Juneau compared to businesses located around the corner 'not' located in the historical zone.

Availability of health insurance. Now there is donut hole that was left when the Medicaid was not expanded.

We are facing a situation of decreased revenue, but increasing costs to do business.

We are interested in affordable housing; available land for development; and less focus on the tourism industry!

We currently face difficulties in arranged financing, which has made growth more expensive as we are forced to use credit cards for purchases instead of bank financing.

Yes but not something city can address. More about national factors.

Q.16 Are there additional strategies not listed that you believe present opportunities for economic development in Juneau?

1. Open up more affordable build-able land for both commercial and residential construction.
2. Senior services.
3. Prepare to host new residents fleeing environmental threats in the lower 48 and worldwide, without enlarging community footprint.
4. Enhance community resilience, i.e. the ability to withstand unexpected shocks of any kind.
5. Prevent any extension of a road beyond Cascade Point, Berners Bay, and beyond prevent end of North Douglas Highway expansion.
6. Encourage research on alternatives to electricity for transmission, storage, and integration of SE AK's diverse, abundant, renewable energy resources.
7. Support the Renewable Energy seed cluster energy working group.
8. Design, rebuild, and build Juneau as Alaska's laboratory city for transportation and energy efficiency.
9. Plan district heating systems, beginning with Capital District and Willoughby District, with seawater-source heat pumps and/or biomass combustion heat sources.

Alaska would be an excellent place to develop a software industry. We should work to attract the folks who are tethered to technology but want to step out their back door and hike up a mountain. We have a small enough state with deep enough pockets that we can be fairly agile. Rather than feeding money back into dwindling oil production, we should be laying the groundwork for whatever comes next.

Attract new businesses by fostering entrepreneurs with sensible governmental policies and land availability. Being a permit/business friendly place. Getting rid of burdensome codes that don't mean anything in our area. Use of common sense by city officials.

Better management of local bus system.
Both the glacier and mines will eventually leave Juneau, so continued diversification in the visitor industry and development of businesses to handle mine monitoring and cleanup will be important aspects for filling those voids.

Build a road to Skagway or Haines.
Build the road (x2)
Build the road out of Juneau, the project alone would boost the economy and speed up development. It would also make more land out the road attractive to potential buyers. Support the southeast logging and mills to provide quality lumber for southeast projects keeping the cost down on materials.
Building the road out of here!

CBJ has significant timber assets and could support small timber industry.

CBJ should update the soils and hazards studies. The study results could help make better decisions about siting particular kinds of projects/uses so the community has a better chance at sustainability.

Completing the Juneau Access project.
Creating jobs in the high tech field. Developing an infrastructure that would encourage high tech companies to relocate here.
Develop CBJ lands, extract harvestable timber as part of precursor to North Douglas expansion, and get the AJ mine approved. Get the road into Juneau completed. Get the North Douglas crossing and road built to highly developable land.

Develop the arts sector. Support Juneau as a center for scientific and academic research.

Diversifying the economic base, supporting more sectors that do not yet exist here, i.e. tech/software and other non-location-limited businesses.

Drawing upon the existing human resources to nurture collaborative wellness communities.

Education for all businesses or sectors are important.

Encourage innovative technologies.

Enhancing Juneau as a regional hub (for retail, service, social/entertainment, sports, cultural, medical etc.).

Central to this is improving transportation opportunities in the region.

Establishing and keeping green spaces.

Examine who (employer/employee) contributes to the local economy. Tourists per year is great, but better understanding how much each tourist spends in Juneau and how to increase that would be better. Mining is great, but not if the miners leave town and spend their money elsewhere.

Expand opportunities for the creative economy by improving and revitalizing the arts and culture sector.

Expanding our local food sources.

Expanding port facilities and the airport. Additional port space will increase cargo and transport opportunities. Less focus on Juneau Connect and more on the super port. A world class golf course to go with our world class ski resort.

Expanding the road to at least the Kensington.

Expanding the professional research capacity in Juneau/Southeast Alaska.

Expanding winter tourism.

Forcing the mines to locate their housing units on the road system.

Get a road to Skagway, this will help expand Juneau's economic base, bring more people to Juneau help in the growing process.

Growing Juneau's role as the hub city for southeast. Building a road north, encouraging new hotel development, encouraging more affordable and convenient travel to/from Juneau from other towns in Southeast. Encouraging continuation of more frequent and affordable air service.

Growing Juneau’s surface transportation and completing the road to Haines/Skagway.

Having more land available for businesses that bring value to Juneau, such as software or electronics companies. Make a true "industrial zone" that can't be filled with retail businesses, offices, and storage units with apartments above them. Look at the Lemon Creek area, it had a huge industrial area but instead is filled with Costco, Home depot, storage units with tons of apartments above them that is now more a neighborhood than a business zone, and it now has a state office building in the middle of it. No business can come to Juneau if Juneau won't help change silly rules that keep other businesses out.

Help the developers get their land on the market. Get more infill development then, get the city land on the market with a new cross street infill to Peterson Hill, Mendenhall Peninsula, Switzer Creek then North Douglas.

Improving technology resources, maintaining environmental and life-style qualities and considering/recognizing the high cost of transportation expenses.

Inadequate mass transit, especially coverage beyond Auke Bay.

Increase Juneau’ role in climate research, especially polar climate change. Encourage and support money for home renovation and trailer rules to encourage purchase of new homes to replace old unsafe ones. More senior housing and care facilities.

Increased Small Business Administration support and programs.

Increasing the development of the recycling industry in Juneau to state of the art facility.

It would be nice to have logging in SE again.

Juneau Access road construction will create a huge spin off in development due to the increase in trade and commerce it will allow.

Juneau and Southeast Alaska as a whole needs to emphasize and take advantage of what makes us really unique: the fantastic wilderness that surrounds us. If we become just another tacky suburban sprawl spread out over more and more highways throughout the region, we will be just like most of the Lower 48 but wetter, colder and more expensive. If instead we take care to protect and highlight our wilderness assets, this region and Juneau in particular can continue to attract dynamic residents who will fill existing job opportunities and start a wide variety of new small businesses.

Juneau could become the hub for SE Alaska if it had more things that would attract locals in Alaska.
Keeping taxation low. Government must learn to live within a budget. It should not keep trying to take a bigger piece of the pie.

Kudos to Alaskan Beer, Allen Marine, Taku Smokeries, Heritage Coffee and Alaska Seafood for growing their businesses. I think we need to promote other employers so that their businesses grow for manufacturing products made in Alaska as well as supporting the infrastructure of homes and schools for the employees in those industries

Let’s have a “we are open for business” sign to attract new businesses in Juneau. There are few, if any, local companies really care to expand.

Local businesses keeping affordable prices.

Location of Services. For example, move the Glory Hole kitchen elsewhere, not located in the middle of downtown where businesses and tourists visit regularly.

Lower harbor fees and provide services that will bring the fishing fleet back.

Lowering the sales tax from 5% to 3% or 4%.

Make Juneau a more business friendly place; for our current local business and for those who look to come in and invest.

Mine job workers are from out of Juneau or are housed at the site and impose a negative impact on Juneau. Most miners only spend money on a taxi cab from airport to the shuttle. CBJ should have forced the mines to partner for housing those workers on the road system. Extending the road to Kensington will help but leaves out Greens Creek.

North Douglas highway extension. This is where Juneau’s expansion needs to take place, but commercial/industrial as well as residential.

Online professional services don’t require proximity to the customer. We should encourage tech support, and online services to open offices in Juneau.

Pools and other public owned facilities should be run by the private sector. Get the city out of the business end of managing facilities. Parking should be handled by the private sector. We cannot afford the city administration expense for these facilities. The city has no long-term plan or strategy for any of it. Such a waste of potential and economic opportunity.

Privatization of government services to reduce the long-term tax burden.

Reduce regulations surrounding development; sell city owned land, and expand water and sewer.

Renewable energy and sustainability practices.

Road access.

Small business support.

Some kind of a local lending for small businesses and new construction--beyond what the banks offer with less constraints and perhaps higher interest.

Somehow encouraging innovation, new products/ideas, and make Juneau a youthful think tank.

Substantially raised education standards @ the High School & college level, to better prepare, attract to and retain in Juneau a more valuable labor pool to staff & lead private business growth

Support and expand maritime, not just seafood.

Support the development of web-based service and retail businesses; broaden free Wi-Fi access; consider other ways to support tech infrastructure.

Support the large portion of our business community that is made up of small or individually-run businesses.

Support entrepreneurs.

Supporting activities that tie together and grow key industries across the region, expanding inter-community connections. Research/development of emerging industries (i.e. shellfish farming). Working on making freight cheaper in and out of Juneau (as a hub).

Supporting existing and new businesses to succeed by doing everything possible to help lower the overall cost of doing business.

Tax incentives for new businesses.

The addition of a road.

The fact that the cruise companies and outside vendors own most of the retailers in the lower part of town where tourists do most of their shopping is a major problem. Local businesses should benefit more from tourism.

The permits, rules, and regulations for building in Juneau need to be revisited. They make building here more expensive and time consuming when trying to complete a building that could bring more business to Juneau.

There is tremendous potential for telecommuting today. People can live anywhere. With Juneau’s tremendous quality of life this is a market that should be pursued.
There should be more local effort to encourage the development of export markets and import substitution markets for the products of local entrepreneurial enterprise. Think regionally. Tie southeast together by an adequate, fast, economic transportation system. Closer ties to Canada as well, connect to the Canadian rail system and expand hydroelectric resources to replace imported heating oil.

Visible police presence and enforcement of existing laws regarding public drunkenness, smoking near doorways, disturbance of the peace, littering, public urination, etc. Vocational education for machinists; and affordable housing for vocational students. Peer mentoring on the job skills for local workforce.

We need different "takes" on the visitor industry, less about cruise ships and more about independent travel. We should market what we do well--arts, music, theater.

We need to open up the back side of Douglas and build a second crossing for easy access. This will help city/state run snow plows, the garbage folks will be more efficient, more residential land to develop with good access to services, more commercial land for development of our manufacturing businesses. Let's get it done, the price tag only increases the longer we wait!

We should be encouraging logging.

Development of new business opportunities and entrepreneurship.

Wise use of our resources: mining, fishing, timber, and tourism.

Q19. Are there any specific measures the CBJ (Assembly) could take to support economic development in Juneau?

0% interest loans to developers willing to build housing (not established giants, and THRHA already owns enough property). Offer loans to new businesses and participate in the risk. Open up land for development both commercial and residential.

1. Strong vocal support of the Juneau Access Project. 2. Reduce the cost and time it takes for CDD to approve business development and construction projects.

A solid push from CBJ to ONLY purchase goods and services from local businesses unless said goods or services are not offered by any business locally.

Actively search for funds and partners to increase rental and affordable housing. Obtain home repair/renewal funds to upgrade housing already available but dilapidated.

Address sales tax collection on Internet sales--the shop local campaign sounds nice but when it comes to shopping on-line, Juneau loves it and saving the 5% encourages shopping out of town.

Adopt more effective local bonus provisions in procurement of professional services, and in support contracts. Although I do not know specifics, I have heard that CBJ requirements for businesses have made it difficult to grow. Maybe a serious look at whether local laws or requirements for how businesses operate have an adverse effect on their ability to grow.

AMHS access to outlying communities.

Approve an increase in water and sewer rates so we can have dependable water and sewer services. We can't live here without adequate drinking water, fire protection, and sewage collection/treatment.

Attract more conferences and conventions to Juneau at Centennial Hall.

Balance a workable budget instead of just cutting everything by X %, go to zero base budgeting.

Be more business friendly. Become partners with businesses, not a barrier.

Be pro-business! Change the attitude. Moderate utilities (garbage costs more than rent in some cases)! Get rid of the Glory Hole from downtown. It is getting terrible and MUST BE MOVED!

Business support and development.

Build a zero based budget from the ground up. Separate wants and needs. Ensure permitting is predictable.

Invest in basic infrastructure.

Build the road. Open more land, support and open the mines. Jobs in Juneau.

Bulk fuel delivery dock for commercial fishing vessels at Auke Bay.

Capture more tax revenues from the visitor industry (both visitors and workers).

CBJ community development is better but has a long way to go.

Change the attitude of city government to be more business friendly.

Change their focus from welcoming mass marketers who ship profits out of Juneau to supporting local businesses who reinvest in the community.

Consider bringing responsibility and accountability for economic development into the CBJ's roles and responsibilities, i.e., turn the JEDC into a CBJ function.
Continue to refine the permitting process and when rezoning is not possible to make land available to growing or new businesses.
Control city spending. Make more CBJ land available for public sale (get it on the tax rolls and reduce real estate prices). Review/reduce local regulations for practicality, redundancy, and hindrance to economic growth. Make sewer expansion projects a higher priority when projects are being reviewed for funding and, finally, get rid of the grab bag sales tax proposals that lump many dissimilar projects into one bond issue, which forces people to vote for things they don’t want in order to get what they want or feel we need (this equals coercion of the voters’ intent, and puts too much power in the hands of the folks that craft these bond packages)
Create a CDD that truly partners with businesses and works for solutions. CDD is a major road block to businesses being able to get projects completed for a reasonable cost. This all adds cost to the people of Juneau and our livability issue.
Cutting parks and recreation and quality of life issues from the budget is the wrong approach. People have to want to live here and want the economy to survive and thrive.
Decrease development’s reliance on tax dollar subsidies. If developer’s paid their own costs, more tax money would be available to pay for economic incentives and lower other costs.
Develop an energy plan that has been promised for years.
Downtown is out of control. We need to do something about the chronic inebriates, dog poop, litter, burnt out buildings, panhandling, and tarp covered parking meters. Chronic inebriates - Hire them to pick up trash. Here’s a program they use in Amsterdam - http://www.nytimes.com/2013/12/05/world/europe/amsterdam-has-a-deal-for-alcoholics-work-paid-in-beer.html?_r=0 Panhandling - Craft more specific laws. A $10 annual panhandling license so that artists and musicians can panhandle in designated areas following specific rules. Anyone else asking for money gets assigned community service. Parking Meters - Remove them. Burnt out buildings - It’s clear that the owner of the burnt out building downtown isn’t responding to gentle warnings. It’s time for the city to force action. I also suggest that the city provide some incentives for other businesses to touch up siding, paint, and clean.
Downtown parking is a mess, biggest disadvantage to the downtown economy.
Eliminate the just say no attitude from many city employees. Work towards establishing a cooperative partnership. It is past time to aggressively pursue a road and make Lynn Canal a regional commerce area.
Encouraging organizations, especially non-profits to work together to collaborate more and leverage resources.
Enforce sales tax collection and payments from out of town businesses. Work to get the homeless shelter out of the middle of downtown. Outlaw the sale of caffeinated alcoholic beverages from liquor stores.
Ensure that there is funding to implement priority initiatives. Stay engaged with commercial interests and economic development service providers through the entire process.
Enter into public private partnerships to develop regions of downtown; "brand" Juneau and actively seek new businesses and industries.
Evaluate all of the elements that go into rental and real estate prices, determine which of those the Assembly has direct or indirect influence over versus those that are strictly controlled by the market. Even if it is determined that no action needs to be taken, just knowing this would be helpful to prospective renters, buyers, sellers, and developers.
Expand mass transit, especially coverage beyond Auke Bay.
Expand recycling.
Facilitate planning of sufficient workforce to care for Juneau’s fast growing elderly population.
Financial support for non-profit organizations to expand their mix of services
Fix the budget, don’t cut services.
Focus on attracting higher paying jobs rather than low end tourism jobs. While the increase in tourism brings in money it comes at a cost to quality of life for residents.
Focus on key governmental functions: provision of clean water and transportation.
Focus on our local economic development, take care of the local businesses and residents, not tourism.
Fully support by action, not rhetoric, the construction of the East Lynn Canal highway. Modify the comprehensive plan to make it business and transportation friendly, challenge Borough Government to function more as an enterprise, such as Eaglecrest Ski Area.
Fully support politically, and assist in funding arts and culture initiatives and organizations. Get wise to the growing local economy movement through sustainable small businesses.
Fund JEDC to market Juneau in a consistent and coordinated fashion to get businesses to move to Juneau. Work with the state and federal government (and legislative delegation) to keep jobs here and return lost jobs and make more new ones.

Get its budget under control so that tax increases are not on the table. Promote extension of the North Douglas Highway.

Get onboard with being part of the solution for getting more workforce housing constructed in Juneau. Let's look at what other cities are doing to support housing development in their communities. This means the CBJ must start thinking differently, they cannot continue to rely solely on the private sector to meet all of the housing needs. The CBJ must be innovative in participating in the development of housing for the future growth of our community.

Get out of the way; businesses does not want to ravage Juneau. They live and work here too. They want quality for their employees.

Get out of the economic development business. Recognize the strengths and failures of the market economy and interfere as little as possible. Demonstrate a sincere commitment to end the "good ole boy" system and welcome new ideas and innovators from outside. Transition city employment to the private sector wherever possible, and thereby provide opportunities for small business start-ups. Address the failure of the education system to produce literate life-long learners.

Get out of the way! Get a more "business friendly" attitude. Don't look to businesses and property owners to provide the city with the cash it needs to balance its budget. Sell off city land to developers so they can turn around and develop it and get it sold and on the tax rolls. Quit building more buildings and start taking care of the ones you have. Stop expanding services! And quit giving money to every non-profit that comes to your door and asks! I support helping those who can't but the city's well (meaning the citizens pocketbook) has run dry!

Get rid of the senior sales tax exemption.

Get the CBJ's finances in order so that the Assembly and City Manager don't have to raise taxes which will be an economic disincentive to stay, work and build a business in Juneau.

Give a preference to locally/regionally produced goods and services. Reduce fuel imports through improving energy conservation and efficiency.

Have an actual CBJ employee (deputy manager?) assigned to actual economic development. Lose the worthless JEDC and make the CBJ employee accountable for real job creation and growth.

I feel that we're in a tight spot regarding all the pet projects over the past 15-20 years that are now consuming a large part of our budget. The underfunding of JSD, coupled with adding pink slips to the city budget aren't good sustainable practices.

I think a focus on quality of life things for residents (education, recreation, and urban/living centers) would be valuable. I also think making low-interest capital available for targeted projects would be a good kick start for some activity.

Implement a plan to increase availability of affordable housing.

Improve the downtown area to attract more businesses. Build apartments/condos downtown and improve the parking situation. We need to look at other small towns that have revitalized their downtown areas and try to figure out how to make downtown Juneau a safe, clean, attractive place to visit, live and shop/dine/recreate. Some of the reviews of Juneau that one finds on such websites as Trip Advisor (check the review on the Alaskan Hotel) are pretty horrifying when reading visitors' descriptions of downtown Juneau. Franklin and Front Street, in particular, are our oldest commercial streets and are most in need of improvements.

In light of budgetary concerns, increase revenue! I own a home, and would have supported a mil rate increase. I value the business of the CBJ, and would like to see city work (planning, legal, etc.) maintained or expanded, as well as infrastructure improvements continue.

Incentivize new businesses, especially those that build upon current strengths and utilize new, technologies, and create an environment supportive of entrepreneurship and cutting-edge enterprises.

Increased assistance for senior housing and health care, and for affordable housing in general.

Invest more in JEDC.

It's too expensive to retire here. Therefore the money that could be spent in Juneau from retirees is spent in another city or state which drives up the cost of living here.

Juneau and the Assembly needs to think beyond yesterday's economic drivers, mining and timber, and look to new opportunities.
Keep tax rates down. Develop guidelines and incentives for improving the appearance of Juneau's buildings and industrial areas. Develop regulations regarding clear cutting along major roadways to preserve the beauty that draws tourists to the area.

Keeping locals working in the positions they currently have, and keeping housing taxes the same. Let’s find ways to help businesses to grow or attract new business by doing away with the “why we can’t do” something. Let’s become a “can do” community.

Listen to the developers. Get community development to help solve our housing problem by changing zoning to create more infill housing.

Look at how CBJ collects delinquent sales tax and property tax. Be quicker and more aggressive.

Lower harbor fees and actively beg boats that left to come back.

Make housing a #1 priority (not limited to affordable housing).

Make it easier to develop.

Make it easier to start up a business.

Make permitting a more straightforward process.

Make the community more business friendly by lowering millage and sales tax rates.

Make the permitting process go faster.

Making efforts to develop residential areas. Be better about city budget and spending.

More convention groups.

More funds for improving transportation infrastructure for tourism industry.

Do not allow taxi lobby to control bus routes.

Nurture the current resources to promote Collaborative Wellness Communities that serve the aging population with grace.

Figure out, of those who are employed in Juneau at any time during the year, how many have primary residence in Juneau.

Open up a lot more land and not through a closed bidding process. Instead of over pricing land make it affordable and at least the city can collect taxes on it.

Open up more land for business expansion. Make sure the "good ole boys" aren't able to buy it up and sit on, too. There is a lot of business ready land out there in private hands that could be used to help our businesses grow.

Parking in Downtown Juneau for those businesses. Parking continues to be an issue for folks to shop there. Encourage land owners to build more housing. I think presently, AFFORDABLE housing is one of the most difficult issues facing Juneau as the wages people are earning are less than what many can afford in their cost of living. It doesn't matter how many houses are available to rent if people working at $11.00 an hour jobs can't afford it.

Possibilities could and should be business planning and the ability for local business to have the freedom to develop, expand and grow without the burden of heavy taxes or limitations that bog down their ability to be profitable.

Prioritize revitalizing downtown instead of ignoring it, like other cities do. Two major Juneau industries rely on downtown being a quality experience. We should be finding developers to build downtown housing, figuring out what the challengers are for developers and helping overcome them.

Privatize services where possible and avoid new services and public commitments.

A balanced tax base (revenue in & expenditures out).

Pro-development planning department. Scrutinize the rapidly increasing property assessments. Inflated assessment overtime drive up the cost of residential and commercial properties. This creates a bubble in property prices. Look at Sitka as an example of what not to do!

Promote additional business ventures (attract more businesses), stop allowing seasonal (outside) businesses from making their dollar and not paying their fair share (tax them).

Pursue improved water/wastewater utility performance by metering all services, adopt ordinances for enforcing existing codes related to wastewater, implement policies to improve solid waste diversion from the landfill, use multiple evaluation criteria for procuring construction bids, and develop a robust and well-funded department for managing energy use by the city.

Push for more and (maybe seasonally) free parking downtown. In retail/restaurants the #1 complaint we hear from Valley residents is that they hate coming downtown to shop because of parking, and they actively avoid it. This is very bad for downtown businesses and restaurants.

Put more land into private hands.

Quit bending over for the tourist industry and destroying our downtown area.

Raise taxes to support education, services; and streamline development process for affordable housing.
Reduce city government. Fewer city employees. Fewer city lawyers. Reduce sales tax. Simplify or eliminate sales tax exemptions.

Reduce the size of government to prevent future increases in the budget to allow for incentives for new businesses.

Reduce spending and help companies with permitting at any government level.

Reduce tax exemptions, reduce the amount pledged to private projects (Bronze whale, Princess Dock improvements, and other similar private projects).

Reduce the number of Outside vendors during tourist season.

Relax many of the restrictions surrounding business development. Provide additional ways to fund ventures. Relocate the Glory Hole out from downtown.

Remove regulatory burdens; streamline the permit process by mandating permits will be "deemed approved" if a residential permit isn't granted in 14 day or 28 days for a commercial project. Any plans submitted stamped by an engineer or architect would not require further review and be deemed approved upon submittal.

Remove restrictions to downtown redevelopment. There are lots of old buildings sitting empty because it would be too expensive to bring them fully up to code. Allow waivers for old or historic buildings. Also, actively support development like Juneau access and potential new mines.

Repeal personal property tax. Repeal tax exemptions except severe needs based. Sell more land into private hands.

Restructure the tax code so engineering, accounting and other similar type of firms can compete equitably for contracts throughout the state. Look at how we tax labor for heavy equipment repair so we do not have the mines shipping it south because of the taxes on 1/2 million dollar rebuild is not allowing local business to be competitive. Do away with the business and personal property tax. Create incentives for downtown revitalization projects that meet a vision of what our downtown should look like. Rezone the land adjacent to the airport light commercial and industrial. Work on completing deferred maintenance prior to building new projects that exasperate the problem.

Re-think tax on businesses that are located in CBJ but provide services outside of CBJ.

Sell city owned land and reduce regulations

Set up public authorities to operate and manage public owned assets. Let the private sector operate and manage these facilities.

Start a subsidized child care center so families can afford to work!

Support and encourage through tax incentives the development of more primary care practices in Juneau. Open up more city-owned land to new home construction.

Support quality of life measures. For example, improve city bus services, install bike lanes, support hiking trail maintenance, start paying attention to aesthetic issues when pushing development projects (stop building parking garages where they don't belong; ban tall buildings on the waterfront; bury utility wires; support a design review board with some teeth; etc.), show some support for local citizens' use of the waterfront and other areas downtown instead of turning it into a cruise ship dominated tourist trap, help push incentives for fossil fuel independence and increased reliance on renewables, and push for improvement of our ferry system instead of building more roads.

Support quality of life options. Such as recreation facilities.

Support the transfer of city land for development of affordable housing.

Tax benefits for business expansion and new business development.

Tax incentives.

Tax incentives such as property tax, business property tax credits for new/existing expanding businesses. Terminate the city planners.

There should be more recognition and support of the importance of local entrepreneurial enterprise, and more purchasing of the products of that enterprise.

They need to run the City like any other business. Must self-support and get creative.

Wake Up! Cut the red tape. Stop thinking like a bureaucrat. Expedite the process.

We have zoning laws, but then you have to get a conditional use permit to comply with zoning. Zoning is sufficient, eliminate use of permits when the activity is already provided for in the zoning code.

Work on a national internet sales tax to capture back revenue for the community and sales lost by local businesses to untaxed internet sales.

Support economic development! Make it easier to get permits, give incentives to attract high value businesses such as the tech sector to Juneau.
Q23. Are there any specific measures the CBJ could take to improve the business climate in Juneau?
A more business friendly attitude in general, permitting, etc.
Affordable housing and expanded transportation for employees to travel to work.
Allow online filing and payment of quarterly sales tax forms.
Allow tax exempt for outside communities buying in Juneau, reduce regulations.
Apply street improvement concepts more equitably. I do not recall the far S. Franklin, Seward, or Main streets being anywhere near as lowdown slummy as Franklin Street between Red Dog and Front St is now, which begs the question why the city has spent to improve those areas while promoting or allowing the decline of the historical district on Franklin. Also, either get the smokers back in the bars or at least enforce the smoking and littering laws.
The Assembly is nonproductive, they are not trying to improve Juneau, they are working their individual concerns, not the big picture/future for Juneau.
Be more in tune with local businesses, not just the tour industry. If our business had a cruise ship dock in front of it, we'd love the city as they'd be there every day fixing up the area and making it beautiful. That happens to no one unless you are downtown where the city feels it matters.
Better permitting process, sell more land, build a road in W Douglas and to Skagway, and repeal tax exemptions.
Better understand the diversity of business needs and promote local businesses (maybe a business directory, local mixers).
Clean up downtown. Institute a buy local campaign. Local businesses find it very difficult to compete with the internet.
Clearer regulations for exempting CBJ tax for subcontractors.
Community Development zoning and permitting changes to promote affordable housing and land development opportunities.
Control property taxes.
Create a business park area in the valley. A business district would support offices and restaurants and other shopping potential. Instead of pouring money into downtown invest in developing the area around the airport. If you make one building that all the city offices are at and it owns it will save a ton of money and might function better.
Decrease the air pollution related to tourism.
Do NOT raise property taxes, fees, or the cost of doing business. Encourage the Attorney General to find a second barge company to operate in SE Alaska.
Do something about Bartlett’s high costs/management and governance. JSD doesn’t prepare kids well for college. Assist builders to fix problems created by State/CBJ/neighbors past actions when they try to permit new construction. Raise enough tax revenue to support services, maintenance and ongoing operations, CIP.
Delegate some CIP funds to community prioritization.
Don't be afraid to raise revenue from taxpayers, and private businesses.
Don't keep cutting back services. Raise seasonal sales tax.
Downtown improvements so more locals come in to shop.
Encourage cooperation between organizations and communities. Invest in excellent amenities that will make it even more attractive to live here.
Ensure a level playing field for all.
Fire half of the planning department. Revise the comprehensive plan to make it favorable toward business and transportation development. Streamline cob permitting processes.
Focus on quality of life and the environment. Talented people need to want to work and live here.
Get a handle on the budget for 2015 and beyond; reduce the number of employees; renegotiate their contracts; get rid of mid-level workers that the staff has to go through to get to someone who can make a decision; reduce non-essential services. Reduce the size of the Parks and Rec Department; make the pools and enterprise board; sell off Eaglecrest etc.
Get out of the development business. Realize that capital resources are limited and that private business and non-profits must compete in that market with local government. In the competition of "special interests" for those limited resources, government is the biggest "special interest" of all.
Get rid of the business personal property tax.
Greater support and funding for infrastructure of non-tourist related businesses.
Hold CDD staff accountable to the public. Create a process where a member of the public can weigh in on an employee’s employment review. If they give poor customer service they should not be advanced or given
merit increases in pay. Only when staff see the value of working with businesses, will the climate change. Now it’s easy for them to say "Well I’m doing what’s right for all of Juneau".

I don’t feel like the local government is there to support businesses. The few interactions I’ve had have been pleasant but laden with paper work. I was left with the feeling that I was the only one jumping through their hoops and that other business owners just ignored the rules and got away with it. Rules that relate to businesses should be clear and enforced or not exist at all. Taxes are fine, I’d even pay more. Public infrastructure is lacking and often shockingly ill-conceived. The city spends plenty of money on planning, how do we end up with blue parking meters that don’t work and cigarette containers that spill into the streets? I would like the city to take action on the burnt out building downtown and ensure that there are paths to dealing with future derelict buildings.

I feel we operate like the federal government. Spend as much as you can on your budget so your budget is not decreased next year. I do not feel we are very lean and each department should look at where they should cut their expenses and report back to the city manager.

Improve affordability of low income housing.

Improve mass transit, especially coverage beyond Auke Bay.

Juneau is rated as not business friendly by yachts and builders. So changes are needed at the docks and in the permitting office to change the perception of these groups.

Keep cost of living in check, no new taxes, pro-growth and business friendly policies to encourage new housing, business formation, expansion, and population growth.

Keep taxes down.

Lay off every employee that hasn’t worked at least 5 years in private business. Heads of all department change with the election of the new mayor to make departments more responsive to public.

Less regulation, streamline permitting process, let business people run their own businesses.

Less regulations, support more tourism, and support building the road.

Let’s become a “Welcome to Juneau” community and follow up with a positive “CAN DO” attitude.

Look at Sitka for what not to do.

Lower harbor fees.

Lower taxes and fees.

Lowering taxes beyond the already historically low rates would have a significant detrimental effect on services. Also, it’s worth noting that the two 1% sales tax measures tend to directly stimulate the architecture and construction industries through capital and maintenance improvement projects.

Low-interest loans targeted towards new businesses.

Maintain facilities and infrastructure to ensure low growth in costs that will ultimately reduce discretionary spending in the community.

Make it easier for people to get to work, increased public transportation options.

Make land available for business growth and for new business ventures.

Make senior tax exemptions the burden of the seniors rather than the business.

Many business owners feel that they cannot grow their business due to difficulties in permitting and perceived financially burdensome code requirements to renovate old or outdated infrastructure policies to enhance quality of life such as condemning derelict buildings, taxing owners of structures which are left vacant and decaying; and providing a police presence to discourage public drunkenness and littering.

Move the Glory Hole

Nurture start-ups that benefit community wellness.

Offer public transportation to ferry and Costco area.

Opening up more housing for our employees could help them find affordable places to live. Raise the property tax rate on vacant lots and land to encourage owners to develop them.

Permitting is difficult for projects. A little more help from CBJ for folks that don’t do that line of work as a business would be great. We had so much trouble with paperwork last season that it entirely railroaded a new business from getting up off the ground.

Public transportation could be better utilized if schedule and fees were better known. It’s expensive to take a taxi or rent a car for short layovers in Juneau, and transportation is needed to deal with business matters.

Raise the mill rate so the City can invest in improvements.

Recognize that a positive business climate is ultimately based on an attractive place to live, not on short-term incentives to make a quick buck and degrade the local quality of life in the process. All CBJ policies and actions should be evaluated with this perspective in mind.
Reduce its size and scope and stop thinking it's an "economic engine."
Reduce the parks and rec dept. and actively support business development and expansion
Reduce public subsidies for development. Develop or release CBJ owned land for residential development.
Require increased densities. Compete with the private sector in order to force improved quality. Right now property values are high because of the shortage in supply. Requiring better building quality is a better method for increasing property values. Increasing taxes on undeveloped property would result in more incentives for property to be developed. Right now there are incentives to not develop land because taxes are so low. This decreases supply while demand is high. So empty land sits on the sidelines because taxes are so low.
Reduce the cost of local government, restructuring CBJ operations would be a start. Increasing taxes is not.
Reduce the mill rate, cut CBJ administrative positions and reorganize itself so that it operates more efficiently.
By making government lean, businesses can thrive.
Reduce the size of government. (x2)
Require taxation or heavier taxation of seasonal businesses.
Revamp the planning department; reduce the time it takes to get through permitting.
Get a pro responsible growth mentality. We seem to be eager to say why we cannot instead of why we can.
Spend within our means
Stop distracting us with large capital projects that diminish Juneau's future economic success: road extension north; second crossing; and extending North Douglas Highway.
Stop imposing sales tax on intangible services (consulting, etc.) delivered by Juneau professionals to client's statewide/nationally/internationally. As the state capital and a hub of expertise and experience in a variety of technical and professional fields, drawing more consulting professionals to live and work in Juneau is a way to promote economic development.
Stop this out of control and irresponsible spending. We don't need two of everything. Open up the land for the people. Stop investing in special interests that only benefit a few and mostly outside organizations (sea walk for example). Lower property taxes.
Stop trying to solve all of the world's problems on the backs of Juneau taxpayers. Focus municipal government on key functions.
Streamline the development process for affordable housing; fund education to the cap; maintain and improve capital infrastructure; explore building/providing seasonal legislative, tourism-worker housing; support services that enhance quality of life and appeal to young families, i.e. Pools, hockey rink, Eaglecrest etc.
Streamline permitting. Decrease regulations that impede development. Reinforce a "can do" and solutions oriented CBJ.
Support and encourage high rise apartment buildings especially in the Willoughby district. Revitalize downtown housing, including the Willoughby district. Support more locally trained medical personnel, especially nurses instead of hiring out of state workers.
Take a closer look at the usage of goods and services purchased outside Juneau, and determine if services can be provided locally, or if goods of equal quality can be manufactured locally.
Tax incentives.
The city needs to stop trying to find ways to give our rich seniors tax breaks and start looking for ways to attract more property tax payers to ease the burden on the rest of us. The city can also move the Glory Hole from downtown. The people hang out in that area harass our tourists and locals and it's beyond an embarrassment - it's a public safety problem.
The cost to live and do business in Juneau is high, CBJ can improve the business climate by not raising taxes and streamlining their operations much like a business would to keep the cost of doing City business low to help local businesses be as competitive as possible within Juneau and the rest of the State.
There needs to be more focus on internal operations and operating efficiencies. Operating in a more businesslike manner would help decrease costs. If our business lost $500,000 with the wrong decision on a new system, there would be changes made.
Those with a one track mind to build the road out of town could re-evaluate the money it will take from other projects locally, in the region, in the state, and see that those funds could be more wisely spent on projects that will benefit more people. This mantra to build the road at any cost is coming from a vocal, narrowly focused group that is smaller than they think they are and cannot see any other point of view. It makes Juneau look selfish for limited resources and only people with big rigs will be able to benefit. Give up on this federally funded fantasy and get limited dollars spent on real projects with lasting benefits.
Totally rework the building permit process.
Treat local and out of town businesses the same. Turning over some aspects of the city, such as Eaglecrest to a nonprofit or private enterprise. We are out of water, electricity, we are piling our garbage into a mountain. Yes, focus on providing basic services and quit spending and building pools, ice rinks and ski areas. With Juneau’s dependence on governmental salaries, a significant chunk of our population does not appreciate business constraints. In fact, businesses are looked at as sleazy, and profit is a dirty word. We need folks to understand and love businesses. Work with and listen to the business community. Workforce housing development and related services.

Q24a Can you specify the raw materials needed for your business?
Bait, ice, fuel, and groceries.
Brain power.
Building materials.
Building materials, concrete, sand, and gravel.
Building materials, i.e. lumber, etc.
Capital goods. Lack of commercial outlets.
Construction Materials (x2)
Construction materials, gravel etc.
Energy and labor primarily.
Fill (land) at reasonable prices for development; oil and petroleum products for fuel and products
Gravel and wood chips.
Land
Land-Fill materials and all construction materials. Higher cost and lack of availability is related to cost of transportation.
Lumber, concrete, and steel.
Lumber, concrete, insulation, local gravel, and construction aggregates.
Mine is a service sector business - skilled talent, reliable and affordable hi-speed internet access, office supply/support.
Mostly perishable food items.
My business works with the people who need and use those raw materials.
People.
Qualified applicants.
Raw materials are not specifically needed for my business but for developers to use to increase housing and building.
Salmon
Seafood, fresh vegetables, fruits.
Wildlife and wild scenery.
Wool.

Q25. Are there any other barriers that constrain your business/organization’s growth?
1. Lack of Capital improvement projects or major maintenance projects.
2. Lack of private industry projects or major maintenance projects.
3. Lack of Federal improvement projects or major maintenance projects.
A lack of subsidies.
Ability to generate funding as a nonprofit in order to increase services.
Access to land.
Affordable housing for employees. Currently, CBJ policy presents any opportunity for affordable housing to become a reality.
Airfares are my toughest barrier for business growth?
Back to the questions about development projects (Juneau crossing, etc.) These don't impact our organization's growth, but they would be a boom to other businesses. Not listed but high priority should be developing a bench road and the deep water port on the back side of Douglas.
Bandwidth.
CBJ Comprehensive plan is anti-transportation development.
CBJ mining ordinance, Socio-economic section which is a rehash of EIS work and redundant and costly in time and dollars.
Cost of airfare to other Alaska cities.
Cost of transportation to Juneau and not having a road up Lynn Canal.
Cost of travel to and from Juneau.
Cost of travel to/from Juneau by plane, frequency of travel by ferry. Health of the Alaska Marine Highway system is very important to my business’s growth and my sense of community.
Cost of traveling outside of Juneau.
Desire
Federal budget. Tribes obtain funding from the federal government for delivery of services. When the federal budget shrinks, so do the level of services provided to Juneau’s over 3,500 tribal citizens.
Federal mandates.
General malaise in Juneau and SE -- until the city gets its budget under control it will remain this way.
Having to compete with overly-rich public employee benefits packages when attracting/retaining talent.
High cost of housing due to multiple factors.
High harbor fees have caused former supplier to move their boats to other ports.
Homelessness, alcohol abuse, tobacco addiction, psychological problems, lack of manners and public decency, lack of public bathrooms, lack of police presence, and overall impression of skid-row atmosphere on Franklin St.
Housing
Inadequate mass transit, especially coverage beyond Auke Bay.
Increasing operating cost.
Internet quality and integrity of internet service providers.
Internet!
Juneau is a remote community making it difficult and expensive to attract qualified help from outside (local employees always preferred/sought, but difficult to obtain at high skill levels). Imported employees may find Juneau lacking in certain amenities, making retention difficult.
Just money.
Keeping employees in Juneau, weather and cost of visiting outside cause some to leave.
Labor laws have taken away opportunity for youths under 18 yrs. old, and this has driven the cost of labor. They are the only part of the potential workforce who can get along here, on entry level wages, since food, lodging, transportation, insurance, etc. are generally provided by family.
Lack of a road.
Lack of a road, lack of support for visitors including cruise passenger growth.
Lack of affordable land and financing for housing development.
Lack of decisiveness on the part of the Assembly to cut their spending; but they talk about increasing taxes which stops everything!
Lack of interest in Juneau’s transition to a resilient, energy-efficient community, running on renewable-source energy, prepared for a disruptive future.
Lack of state government funding.
Lack of tax dollar growth acts as a governor to the economy. Tax dollars should not be used to subsidize low density residential sprawl. They would be better used for economic incentives like low interest loans for high density residential, commercial redevelopment projects, downtown revitalization and community aesthetic improvements.
Not enough licensed child care providers within Juneau.
Old age.
Parking issues downtown.
Regulations on land use.
Reliable, high speed internet and wireless service at a reasonable rate
Small population size.
State licensing regulations which just became more restrictive after 30 years. Supportive state licensing plus a more inclusive and cooperative climate of medical practice would improve my business.
State regulations.
Statewide politics, particularly decision made by a legislature and governor who are not friendly to what Southeast Alaska needs to thrive.
Support for social service programs depends on the economic health of a community and the amount of disposable income people have to donate to charity.
Tax structure does not recognize/value diversity of businesses (everyone is treated the same regardless of contribution to CBJ's local economy).
The ability to find steady reliable employees is the largest barrier.
The City should not have to take the lowest bidder on construction projects.
The lack of people who want to stay in Juneau after retirement.
There are many competing non-profits chasing too few companies/people willing to contribute time and money.
There is a significant resistance to any kind of growth in Juneau, too much "Not In My Back Yard" the borough needs a stated goal that screams positive messages to those who would want to bring their business to Juneau.
Uncertainty of Juneau’s Assembly and out tax structure, lack of commitment to the business community.
Willing bankers.
Young families are needed.

Q28. Is there any other information you would like to provide related to business and economic development in Juneau?
Affordable housing is a big need.
As a community, we have to quit thinking businesses are the enemy. Profit is not evil or bad. Profit is what fuels the U.S. tax machine and from where all grants to nonprofits flow.
As a lifelong Juneauite, I’m here to stay but don’t think I’m going to be able to retire here on my current income and savings.
Assembly needs to think outside of the box. Not listen to staff, as their personal views cloud the recommendations they give to the Assembly. The Assembly needs to act for the greater good of Juneau.
Forcing property owners of downtown buildings that remain largely unoccupied is a crime. There are many tools under state law they could use to push the issue.
At times, there seems to be a tension between private businesses and government entities in Juneau. If these entities could lower the negative rhetoric and attempt to find common ground to move forward, it would enhance economic development opportunities for Juneau.
Build a road all the way to Skagway, focus the Marine Highway on island communities that really need it! Businesses that are attacked, lied to, or threatened will not be very interested in continuing to invest here.
CBJ government needs to function more like an enterprise as opposed to the current bureaucracy.
Continued growth of the industrial base is important to provide a balance of public/private activity.
Coordinate a discussion or workshop regarding coordinated food purchases (including shipping expenses) for institutions and non-profits which serve meals.
Don’t waste money on the road!
Focus should not be on job creation or attracting new businesses/residents, unless they are/offer high paying jobs. We do not have enough good workers for the service jobs that exist. We are not tapping Native kids/workers very well. Whether it’s racism or programs that don’t work, we should not have a segment of our community that is completely left out of the general prosperity the rest of us enjoy.
Government cannot solve the problems; the community can if given the chance.
Help create any export business and maybe we can offset the high cost of shipping.
How much business is provided to residents of AK outside of CBJ, AND outside of southeast, and outside of AK - would be helpful to know.
I think Juneau should look nationally at other cities such as Burlington, VT to get ideas on how to thrive. This is a young city compared to others across the country and rather than trying to reinvent the wheel it would be more beneficial to study what other small cities have done to succeed. Although Juneau is unique in that it is isolated, the problems it faces mirror those of other small cities across the country.
I was surprised your transportation options didn’t mention urban density/planning and any mass transit options.
If the CBJ Staff and Assembly would simply sell land and get the hell out of the business community’s way!
If we are spending a large amount for this survey let’s not take years to put into practice what we need to do to address our economic needs. We can no longer rely on state or federal government to be there as employers as we have in the past.
If we make the areas where locally owned businesses are located a nice place to shop, more locals and visitors both would be likely to shop there. By supporting the locally owned shops, more of the income is retained and circulated in the community.
If you are not growing you are dying. Juneau is dying because of a lack of willingness to let it grow.
Important to improve mass transit, especially coverage beyond Auke Bay.
Juneau has significantly improved services and facilities for fishermen - thank you!
Just to look forward not back. You can’t be stuck in the past when trying to work towards a better tomorrow.
Nearly all of my income comes from outside the state of Alaska, and most of it is spent here in Juneau. My sales are mostly online and my merchandise is fulfilled out of Seattle. I think there is room for a lot of growth in businesses that sell or take place online in Juneau -- I can live wherever I want because my business can exist anywhere, and I choose to live in Juneau because I like it here. There are many more business-owners like me than there have ever been, and we should try to build the kind of community where people feel like they can start a business like mine and live where they want to live. Micro-entrepreneurship, lots of sole proprietorships and partnerships that operate online, is a good way forward for a lot of individuals who are impacted by our remoteness.

Nurture the existing human resources to pool their talents for collaborative wellness communities.

Open the AJ mine.

Please overhaul the permit department. Have someone in charge who can override codes that don't make sense. Bring in a director that has a pro-business attitude instead of a "gotcha" attitude. Build an area for vending trucks. This type of business can be done easier than most and will allow young entrepreneurs to try out business before getting in over their head. It will create a fun atmosphere that locals can afford with options. Move the glory hole. A complete mess in the middle of town. Fix the sidewalks.

Promote a healthy community to age in place - keep those elders money in the community as they are the ones who have reaped the benefits of pioneering and accumulated wealth - support industries around elders can provide jobs in healthcare, the arts, foodservice, etc. For the young. Would like to see innovative technology happen here on a scale that fits in Juneau - future focus.

Quality of life for whole population needs to be a primary driver of any city-led strategy.

Stop assuming that the future will be simply an extrapolation of the past. Recognize the psychic danger to Juneau's economic future of our status as a government colony, with the consequent entitlement attitude. Supporting and appreciating outlying communities that benefit Juneau's economy.

The city needs to develop a long term plan that CBJ government can sustain itself without facing deficits every year. This should be done by changing the way the CBJ staffs its different departments and what programs it funds.

The city needs to provide the infrastructure, zoning and land use codes as well as the mindset and political will to allow private business the opportunity to grow.

The Juneau Economic Development Plan should include a more in depth look at how energy and lack of energy is crippling Juneau businesses.

The parking nightmare needs to be addressed before the city allows buildings to be built in all the existing parking lots while they take no action to replace them. It’s crushing the ability of downtown Juneau to provide goods and services to the residents as they have no ability to reasonably park and shop or dine. The size of our local mall is no important, but having hardly any businesses located inside is important. Having the option to shop online is great, but it being your only solution is not.

There needs to be more competition. More gravel/rock material should be produced to lower construction costs. Private production at CBJ quarries creates limited access, lower quantities and higher prices. Public subsidies to single-family sprawl shouldn’t be continued. Better transit services will increase economic development. Transportation costs for materials into Juneau are killing the community and its potential for growth.

There should be more emphasis and focus on developing technically skilled business that can operate in Juneau and sell their products or services outside of Alaska. Web based businesses, financial services, etc. These types of businesses don’t need a big real estate foot print and provide high paying jobs.

Think long-term about public assets and don’t be in a hurry to privatize them just for the property tax revenue. E.g., strategic waterfront and popular view sheds. Pay attention to the basics -- e.g., downtown parking, municipal waste, and fossil fuel consumption.

Vote no on one.

We cannot attract new people to the area if there isn't affordable housing. People come here with jobs and have to leave because they cannot find anywhere to live. And forget it if they have small children.

We need to get the Glory Hole out of downtown.

We need to increase affordability of living in Juneau, especially cost of housing. We should continue with the goal of diversifying economy to reduce dependency on government.

We would do more business with other SE AK towns if there was a more frequent ferry schedule (multiple sailings a day).

What could the AJ mine opening provide for our community?