

## April 2014 Town Meeting Report

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### Introduction & Meeting Process

On April 3, 2014 the Juneau Economic Plan consulting team hosted a Town Meeting at Centennial Hall from 7:00 to 9:00 pm. Approximately 150 people attended. The meeting was advertised via the project contact list and webpage, Facebook page, Twitter feed, listing in the Juneau Empire and electronic community calendars, through two display ads published in the Juneau Empire, by mention at Rotary, Chamber, and other meetings around town, during radio interviews on KINY and KTOO the week of the meeting, and by an article in the Juneau Empire the day of the meeting.

For the first half of the meeting, Jim Calvin and Barbara Sheinberg presented the project purpose, process, and schedule. The presentation also included Juneau economic baseline data related to the challenges and questions that will need to be considered as Juneau identifies its desired economic future and priorities. The audience was asked some of those questions during the presentation through live polling, with results displayed on screen. Key results are summarized on page 2 of this report and printed verbatim in Appendix 1. The full April 3 PowerPoint presentation with the results of audience polling is available to download at the project website – <http://www.juneaueconomicplan.org/your-input>

Before moving into the second half of the meeting, attendees were asked to jot down their thoughts in response to this statement and question:

*Think about the Economic Future that you desire in Juneau. It is the year 2025 now. Back in 2014, 11 years ago, the City and Borough of Juneau (CBJ) adopted a Juneau Economic Plan and the city, businesses, civic groups, and others have been using it and making the actions in it happen for over a decade now. Explain in your words, from your perspective, how our economy is stronger now in 2025 than it was a decade ago.*

Major themes the audience wrote in response are summarized on pages 3–5 of this report; the verbatim answers can be viewed in Appendix 2.

The second half of the meeting was a facilitated small group discussion at 11 tables with a report-out from each at the end of the evening. The question discussed at each table was, “What are the one or two most important steps that need to occur to get Juneau where it needs to be economically?” The flipchart or tablet notes from each table were typed, and then all sorted by topic. These are listed on pages 5–12 of this report.

During the small group discussions, seven ideas come up repeatedly:

- Increase housing and affordable housing

- Keep the Capital
- Achieve a reasonable cost of living
- A diversity of employment and job ideas were offered
- Stabilize the CBJ budget
- Attract and retain young people and families
- Strengthen education

## Key Results from Audience Polling

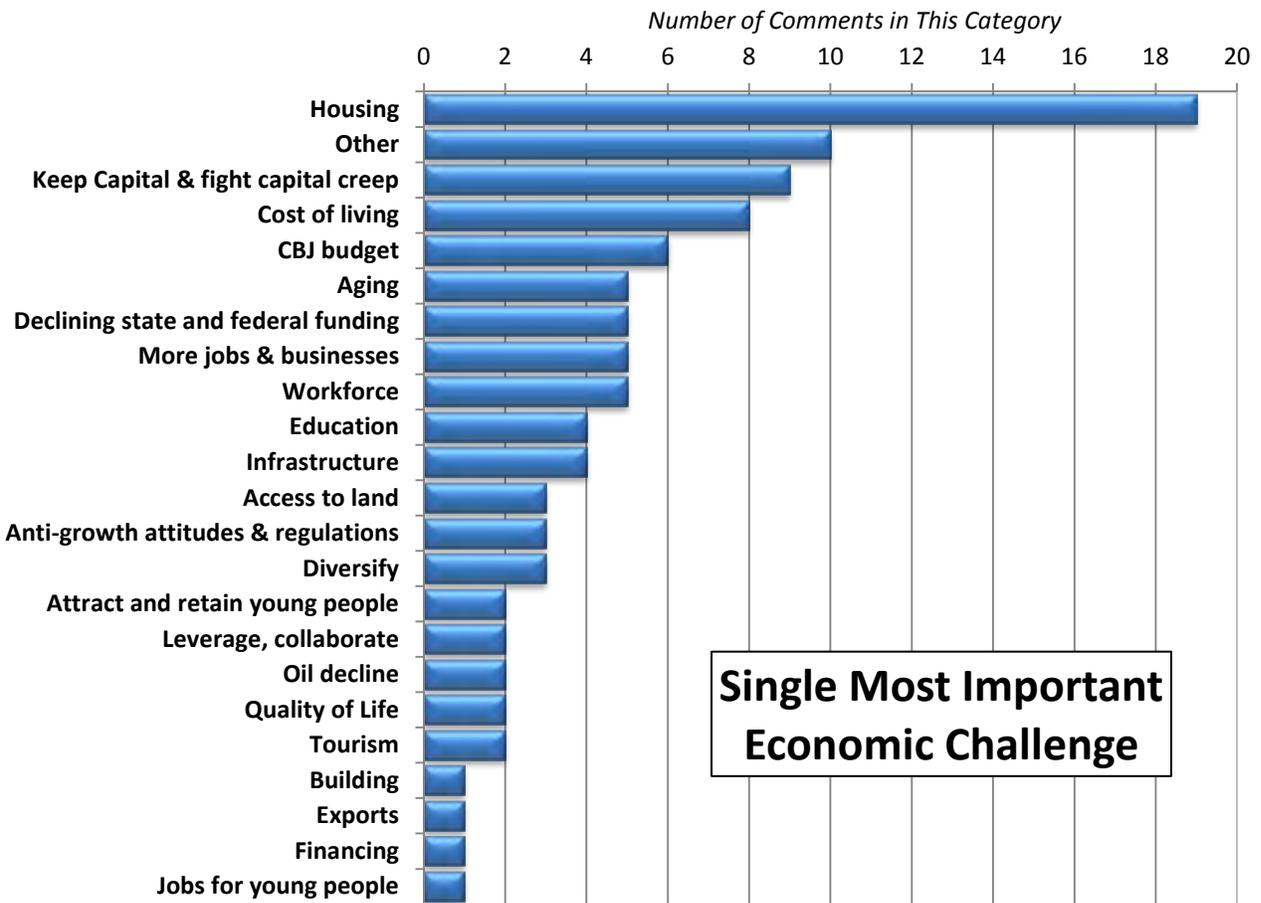
### Who Was at the Town Meeting

Half the audience at the meeting had lived in Juneau for over 26 years. About 28% of those attending the April 3 meeting live in Town or Thane, followed by those living in the Mendenhall Valley (18%), Douglas (16%), and Auke Bay or out-the-road (13%).

In addition to location, audience members were polled about their desire or need to work more. Nine percent of those at the meeting indicated they wished that they were working more.

### Single Most Important Economic Challenge?

There were 103 responses to the question, “What is the SINGLE most important challenge facing Juneau’s economy in the next 5 years?” About 35% of all answers were in one of three categories: (1) the need for more housing and affordable housing, (2) the need to keep the Capital in Juneau and fight Capital Creep, and (3) the need to reduce the cost of living. Verbatim answers (including those in “other”) are in Appendix 1.



## Themes from Vision Exercise

A primary challenge when working on a community economic development plan is choosing among many competing priorities and various activities. A clear economic vision and goals help provide a framework for strategically assessing and coordinating these efforts. A vision stems from community values, a collective sense of local economic strengths and weaknesses, and consensus on a desired future. Goals are more tangible expressions of the vision and provide specific direction for actions.

It may be that the Juneau Economic Plan Vision is a simple statement like: An Economic Development Plan for Juneau that directs community action toward a stronger, more diversified economy. Or, as the process proceeds we may be able to craft a more inspirational Economic Vision from statements and ideas such as those offered in response to the Town Meeting's question about where Juneau could/should be economically in the future.

There were 140 desired economic future statements. They are presented verbatim in Appendix 2. Of the total statements, 57 were about a single topic, which indicates very strong concern about that topic--- and many different topics were listed. Of the total statements, 83 were complex, offering multi-dimensional views of the desired economic future in Juneau.

Several responses included ideas for measureable metrics:

- Taxable properties up 75%
- Schools at 90% capacity
- School population regains the 700 students we lost between 1998–2013
- Resident employment up 15–20%
- The number of households below the poverty line has decreased
- Healthy reserves in our CBJ budget
- Population increased 10,000 or more
- Fewer Native students drop out of school
- Average household incomes are greater
- 300+ new downtown housing units
- Control of government money to 3–5% less than proposed income received
- Two new mines open and create 500 new high paying jobs x 2–3 multiplier
- AJ Mine open
- Juneau access road built, ideally to Skagway
- CBJ has trimmed unneeded programs, paid its PERS/TRS, and stayed within budget
- Low unemployment (5%)
- 500,000 independent travelers who visit once or twice a year
- 15% growth in private sector jobs with majority at current median wage
- High number of single family homes (denser development) in \$200–225,000 range
- Attract 100 new people/families per year
- 5% job growth over 10 years

Some of the major themes in the desired economic future statements are (not listed in any priority order):

**The Capital is still in Juneau** and Commissioners live here.

**Strengthen and diversify the tax base;** ideas for strategic local tax increases and others to cut taxes.

**A reasonable cost of living,** number below poverty line decreased (for all races) and residents are able to meet basic needs (including energy, fuel and heating costs).

**Housing.** There is a recognized connection between increased housing with more smaller affordable housing units (\$200–\$225,000 range) and the ability to attract and retain young people, young families, and build a workforce. There is more housing, including affordable, for families, and for seniors. More housing has helped convert the non-resident workforce to a local workforce.

**There are more retirees remaining in Juneau;** quality of life has improved for seniors because we have more senior-oriented services, housing, amenities, and walkable neighborhoods.

**Juneau attracts and retains young people and young families.** A younger workforce is here to replace retiring workers.

**More private sector jobs**, less dependence on state and federal spending and jobs, more economic diversity. (Many ideas on types of desired job growth are offered.)

**West Douglas development has grown** including a port, harbor, housing, neighborhood-scale commercial, and all laid out in compact walkable neighborhoods. The 2nd crossing of Gastineau Channel made this realistic and possible.

**The Juneau Access Road is built**, ideally all the way to Skagway. The road supports seafood processing transshipment and thus fisheries jobs, provides increased recreation, and opens up land (however; there are some comments against the road too that doubt the economic opportunities and are opposed to its environmental effects and cost).

There is neighborhood-scale commercial (retail, services), also called micro-enterprise zones, that are **walkable mini-hubs of activity in many Juneau neighborhoods**.

There is a **vital downtown core** with more locally-owned year-round businesses (because they can afford rents, versus all being owned by outside seasonal businesses). There are many more urban (smaller, denser) housing units here.

Strong/improved **education** (pre-K through 12 and university system) that includes vocational alternatives = more educated and skilled local workforce. More investment in worker training.

**Quality of life** amenities help attract and retain residents of all ages, includes the arts. The link is recognized between recreational opportunities, arts community and happenings, quality of life, and a desire to locate or stay in Juneau.

A more **sustainable**, self-sufficient Juneau. More efficient use of local resources, self-sufficiency, including renewables and natural resources (mining and seafood, especially seafood processing), also more local spending.

More **collaborative work** among CBJ, civic and commerce organizations (both for and non-profit), and faith communities.

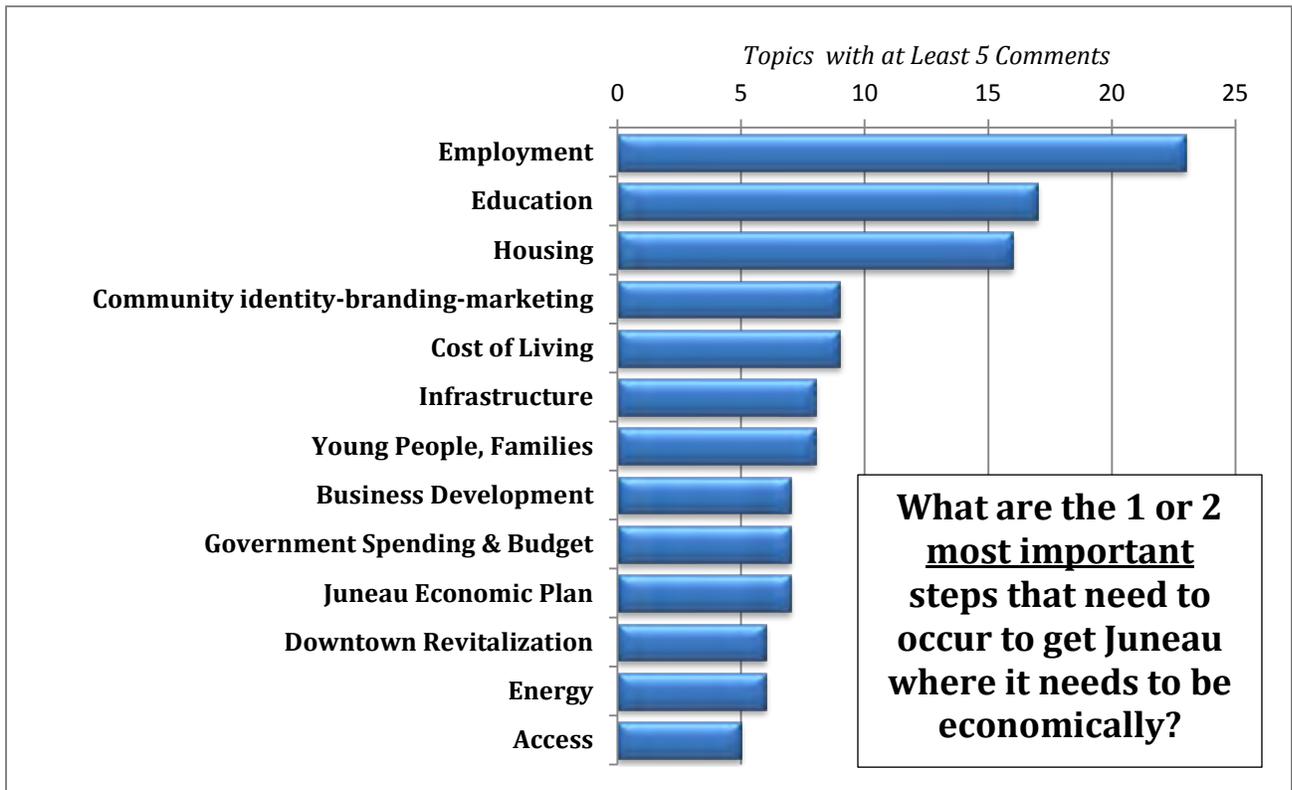
More **growth in independent tourism** (not cruise tourism, which is stable at 1 million visitors a year).

More **full-time/year-round/living wage jobs** (attract families)

**Land** for housing and development is available (federal, CBJ, private)

More effective/efficient **transit system**.

## “Report-Out” on What 11 Small Groups Discussed



Each of 11 small group conversations gave a brief report to the whole group on what their table discussed in response to the question, “What are the 1 or 2 most important steps that need to occur to get Juneau where it needs to be economically?”

At the tables, a total of 185 bullet points were written on flipcharts or tablets. Each was transcribed, organized by topic, and is listed now. There were 36 topics mentioned, and of those 13 had at least five comments each (see graph previous page). The three garnering the most attention were steps to:

1. Increase employment
2. Improve education, and
3. Increase housing.

All 185 discussion points were typed-up and are listed, by topics (The Juneau Economic Team assigned the topics to make it easier to review the content.)

Listed in alphabetical order by topic.

### TOPIC Area and Comments

#### ACCESS

- Better access: lower cost of living, lower cost of State Parks

- Need a road
- Road to Atlin
- More access: roadless rule
- Young people have a hard time getting in and out of town; whether it's a road or train we need ways out of town. We feel isolated and it's expensive to get out.

## **ART**

- Northwest art capital of the world
- Grow and support arts and culture sector
- Invest in and maintain Juneau's exceptional arts and recreation assets (programs, services and facilities).
- Promote and develop Juneau's strengths as a premier arts community and arts destination.

## **BUSINESS DEVELOPMENT**

- Retail space affordability & business development
- Business development: especially high-tech and bio-tech industries
- Emphasis on Quality – doing things cheaply will hurt us in the long run.
- Network for small businesses: coops, education, tech support, volunteer mentors, spending locally
- An opportunity is to look at businesses, jobs, sectors that have declined recently and see what we can do about it.
- Promote and support small business development.
- Need to build business leadership

## **BUY LOCAL**

- Keep money in the community: “buy local”

## **COMMUNITY IDENTITY–BRANDING–MARKETING**

- We are the capital – this is part of our identity.
- Positioning ourselves by advertising what we already have
- Not just a brand, but a representation of the real value of living here, our quality of life. We need to convey this to people.
- The thing that makes downtown so special is the old structure, the pedestrian quality
- Make Juneau more appealing, and more accessible
- Make us a “Cool Capital”
- Sell ourselves
- Sell the Lifestyle
- Brand the community

## **COST OF LIVING**

- Reduce heating costs
- Need competition/more population to support a lower cost of living, e.g., barges

- Improve costs of living: land, permitting, services, development
- Improve cost of living and imported goods, including fuel: more production within the region
- Wages aren't equaling the cost of living here, wages may be at the national level but the cost of living is so much higher here it's really a hardship.
- A "living wage"
- Lower costs of living
- More affordability
- Affordability

#### **DIVERSIFIED ECONOMY**

- Attract and support a more diversified economy
- Less dependency on government; more diverse, vibrant, and local
- Reliance on private sector, as government declines
- Stronger year-round economy is desired.

#### **DOWNTOWN REVITALIZATION**

- It's all about quality – quality dining, quality arts and culture, lots of amenities
- Historic Downtown is an asset
- Local businesses are getting pushed out of downtown due to boom bust cycle and high building rental costs linked to tourism.
- Downtown revitalization, e.g. "Main Streets" program
- Downtown revitalization, including city incentives supporting rent and development
- Juneau should grow within its existing footprint – This includes the need to focus on Downtown Revitalization.

#### **EDUCATION**

- Improve K–12 education system: lack of fundamental work skills
- More money for schools: more tools, increased learning
- There's no paramedic training program in Juneau, we need one.
- Support education pre–K through post–secondary: universal pre–K education, and UAS as a magnet for development
- Education: support and expand UAS
- Improve education: trained workforce and vocational education, including inter–agency cooperation (across state departments, UAS, others)
- Expand degree offerings and programs at UAS.
- Expand incentives for Alaska residents to attend UAS, and for non–residents who graduate from UAS and remain in the state.
- Families shouldn't feel that they have to send their kids down south for college.
- Keep university system growing: research and development, healthcare–related training
- Education system (K–12 and University)
- Must be of high enough caliber to keep people here.

- The schools need to focus on preparing students for careers in Juneau.
- Schools need to be focused on Voc-tech opportunities that are coming up.
- Educated working population and work-readiness
- Education investment and training
- Multi-generational education, including “service learning”

## **EMPLOYMENT**

- Could Juneau be a location for a tech startup? A Google server farm? These people want the quality of life that Juneau can offer.
- Hi-tech
- “Cloud” storage
- Need to attract innovators with the things Juneau is already good at: the arts, the outdoors
- Keep the Legislature, and minimize “capital creep”
- Slow/reverse “capital creep”: keep jobs here
- Retain state jobs
- Gap in employment rate between Natives and non-Natives
- Promote entrepreneurship
- Maintain government jobs and wages
- More high-paying jobs
- Innovation destination: people will want to come
- Policy innovation and local leverage
- Increase Internet-based jobs
- More knowledge industry, e.g. broadband Internet
- Need to be more attractive to professionals
- Make investments that both attract business/investment *and* contribute to an improved quality of life.
- Need to fill jobs vacated by aging retirees
- Natural resource production including oil, gas, seafood, and mining
- It is hard to get an entry level position with the city or state. Even entry level jobs require 3-4 years of experience. How do you get that? Need more support and opportunities for entry workers. Can’t even get in as an administrative assistant without 3-4 years of experience. Education and training needs to be targeted on job opportunities that exist.
- How can Juneau attract a large employer, say from the tech industry?
- Higher minimum wage
- Develop more workforce

## **ENERGY**

- Reduce cost of energy, including heat and fossil fuel
- More power development

- Build the intertie from Alaska to British Columbia: reduce energy costs to the entire region, target as investment
- Increase power generation capacity: enhance transportation and lower the cost of living
- Utilizing strengths: cheap power, others
- Natural gas

#### **FISHERIES**

- In Juneau King crab and shrimp fishing is now closed, the loss of these recreational fisheries is a decline in our quality of life and a loss of an attractant for people to be here.
- Fewer fishermen are locating here partially as a result of high Herring harvests rather than letting them be used as bait/eating by other fish– this has caused fishery declines. ADFG is documenting this herring overfishing.

#### **FUEL**

- Fuel cost: heating and transport
- Decrease reliance on oil
- Reduce fossil fuel use

#### **GOVERNMENT SPENDING & BUDGET**

- Control government spending, i.e. the city budget
- Get CBJ spending in line with resources
- Revisit senior tax breaks
- Look at tax exemptions, e.g. jewelry or seniors
- Long-term financial planning: diminishing oil revenues, state or city taxes, increased municipal revenue sharing
- Less entitlements; more business-minded decisions
- Uncertain government spending

#### **HEALTH CARE**

- Recruit and retain health care professionals: deliver services in Juneau and in-state
- Medical care

#### **HIGH QUALITY OF LIFE**

- Promote Juneau nationally as a place to live with a high quality of life
- Quality of life as a draw and a retention of population
- Improve quality of life in Juneau: waterfront development, stop the exodus

#### **HOUSING**

- Create affordable housing: change zoning laws, neighborhood acceptance
- Housing: Affordable, better mix
- Conversion to resident employment: affordable housing could translate to residency
- Explore new kinds of housing, e.g. “cottage” and other alternatives
- Housing and childcare for young professionals

- Cost of housing, property, and leases: so that young families can stay
- Housing Crisis: must be solved before the economy can improve
- We need more housing downtown. These amenities will attract people if the housing is there.
- Increase housing inventory across all categories
- Increase high-end, affordable, and all kinds of housing
- Housing of all kinds; research others' practices, e.g. Hawaii
- Develop more housing, including seasonal housing
- Develop unsubsidized housing that is affordable for middle-income households.
- Quality retirement housing that's affordable is needed. We want to move out of our big house, we desire a smaller home in an area with facilities for retirees. But we may need to be in a high-rise given the limited land base here, maybe smaller homes will never get built.
- Provide a range of senior housing and allied services to keep seniors in Juneau.
- Workforce housing

## **HUB**

- Serve as a hub for Alaska
- Enhance Juneau as a regional center
- Power in working with other communities regionally
- Enhance role as regional hub
- Make Juneau a regional hub for health care, professional services, university education and retail sales.

## **INFRASTRUCTURE**

- Transportation infrastructure and cost of living
- Basic infrastructure: long-term planning to support costs and routine maintenance
- Also need to maintain the infrastructure we have already built. Building in new areas and extending urban services to those new developments will not create affordable housing, and it will cost too much to serve them with basic infrastructure.
- The seawalk, bike lanes, these things beautify and let us use and celebrate the natural beauty we have; that's what keeps people here and attracts new people
- Investment in infrastructure and training, and attracting technology
- Update infrastructure: water and sewer, as core elements of a community
- Improve infrastructure: sewer, water, and roads
- Basic services and infrastructure

## **JUNEAU ECONOMIC PLAN**

- The Economic Plan should function like a business plan – it should provide a vision, and have clear attainable goals with metrics for success.
- Need an inclusive planning process
- Develop a roadmap to get to common goals
- The plan must minimize bias

- In order to make a plan for Juneau, we need to know who we are
- This plan needs to have buy-in from community leaders – those are the ones who will implement it.
- Whatever initiatives we move forward with, we need to think out the long term consequences on the community.

#### **LAND DEVELOPMENT**

- more private land available; higher tax base
- Instead of building out, we should be enhancing the spaces we have already built
- Industrial land development, especially West Douglas
- Simplify city-wide regulations: support land development and small, new, growing businesses

#### **LEADERSHIP**

- “Split personality” as a community: need direction
- Government using entrepreneurial spirit in decision-making process, while balancing with quality of life amenities
- Political leadership

#### **MUNICIPALITIES MANAGING MORE LIKE BUSINESSES**

- Municipalities managing more like businesses
- Adapt and move at the speed of doing business

#### **PLANNING**

- Do not compromise on the environment for economic gain
- Can leverage the asset of the community’s leaders, highly educated population

#### **POPULATION**

- Keeping people in Juneau

#### **RESEARCH**

- Encourage research
- More emphasis on non-extractive economy: e.g. research, climate

#### **SENIORS**

- Juneau needs a continuous care facility so that people can stay here their entire lives
- Retain seniors: enhance housing and services
- Keep seniors in Juneau: housing
- Keep elders in the community: make Juneau walkable and livable

#### **SUSTAINABILITY**

- Sustainability

#### **TOURISM**

- Keep tourism vital: lower port fees, other incentives
- Extend the tourist season and keep more money in Juneau
- Winter tourism

## **TRAINING**

- Teach local businesses to provide better customer service
- Minds and skills training: not so much hard information

## **TRANSPORTATION**

- Lower airfares
- Better and more ferry services
- Surface transportation improvement and lower costs
- Transportation planning for growth

## **VALUE-ADDED PRODUCTION**

- Manufacturing substitutes for importing; production of value-added goods
- We need products to export, sell, manufacture that are not resource-based, Alaskan Brewing is a good example. We need more non-resource extraction based manufacturing.
- Promote the expansion of value-added manufacturing, particularly seafood products.
- Produce locally: attract a younger workforce, value-added products

## **VALUES**

- Clarity about what we value

## **YOUNG PEOPLE, FAMILIES**

- Increased availability of day care/services for children and adults
- Need to encourage young people to stay - cost of living is a challenge.
- Education youth and their staying in Juneau
- Incentives to bring college students back
- Retain and attract working families to Juneau: Active economic participation, filling schools, attractive job market, and less seasonal or migratory workforce
- Attract and support young residents
- Seek a stronger political focus on social and family needs.
- More opportunities for youth

## Appendix 1

Verbatim responses to audience poll question: “What is the SINGLE most important challenge facing Juneau’s economy in the next 5 years?”

Topic	Comment
Access to land	Access to land
Access to land	Lack of developable real estate
Access to land	CBJ develop infrastructure to support release of CBJ land for private development develop to broaden the tax base and fill our schools
Aging	Old folks
Aging	Accommodating aging population
Aging	The silver tsunami!
Aging	Aging population
Aging	Aging population and not enough workers for the professional jobs
Anti-growth attitudes & regulations	Government and special interest group obstruction
Anti-growth attitudes & regulations	Anti-growth groups and Feds stopping development
Anti-growth attitudes & regulations	Restrictive policy
Attract and retain young people	Encouraging younger demographics to stay in Juneau long-term
Attract and retain young people	Young people leaving because cost of living to high.
Building	Building
CBJ budget	Getting the city budget and infrastructure upgrades under control
CBJ budget	City government overspending
CBJ budget	Borough spending
CBJ budget	Government revenue and expenditure
CBJ budget	Lack of Income to the city vs what is needed
CBJ budget	Personal income versus government taxes and user fees.
Cost of living	Most expensive city in state
Cost of living	Cost of living
Cost of living	High cost of living forcing younger portion of the workforce to move away
Cost of living	Keeping the cost of living low enough to be able to afford to live here
Cost of living	Making Juneau affordable for our youth to replace the old farts
Cost of living	Cost of living
Cost of living	Cost of living
Cost of living	Rising fuel costs
Declining state and federal	Declining state and federal dollars

<b>Topic</b>	<b>Comment</b>
funding	
Declining state and federal funding	State and federal government employment
Declining state and federal funding	Declining federal and state spending coupled with loss of state jobs to South Central AK.
Declining state and federal funding	Shrinking state revenues
Declining state and federal funding	Decrease in state funding
Diversify	Diversify Economic potential
Diversify	Leadership and vision. More of an aggressive business plan mindset as we transition to a more diversified economic future
Diversify	Diversifying jobs
Education	Have an agency overseeing Voc–Ed. We have woodworking shops across the street from each other – high school & UAS
Education	Improve preschool to college education for all
Education	An educated work for with the competitive edge to fill the gap between the boomers and what I call the user generation
Education	Educational system is going to discourage people from wanting to live here
Exports	Export industries
Financing	Access to capital
Housing	Housing to encourage people to move to Juneau
Housing	Housing for seniors
Housing	Housing for low income
Housing	Affordable housing and revenue from taxes
housing	Housing and business growth. Retention of younger population.
Housing	Housing quality improvements.
Housing	Affordable Housing and Cost of Living
Housing	The cost of housing
Housing	Housing to attract new workers while keeping seniors in Juneau.
Housing	Affordable housing and land development
Housing	Housing affordability
Housing	Housing costs – people need to be able to afford to live here
Housing	Rent is too damn high
Housing	Jobs and family housing
Housing	Housing for working people
Housing	The availability and high cost of housing.
Housing	Affordable housing
Housing	Housing

Topic	Comment
Housing	Solving the chronic lack of housing , the 1% vacancy rate is far too low
Infrastructure	Developed infrastructure
Infrastructure	Focus on local infrastructure
Infrastructure	Lack of infrastructure
Infrastructure	Road and aging
Jobs for young people	Jobs for young people under 35
Keep Capital & fight capital creep	Capital creep. A lack of strong workforce. Aging population not allowing younger generation opportunity.
Keep Capital & fight capital creep	Lose capital
Keep Capital & fight capital creep	Keeping capital here with minimal loss by creep.
Keep Capital & fight capital creep	Keeping the Capitol here
Keep Capital & fight capital creep	Keeping the capital here
Keep Capital & fight capital creep	Keeping state jobs
Keep Capital & fight capital creep	Keeping the capitol here
Keep Capital & fight capital creep	Keeping the capital
Keep Capital & fight capital creep	Loss of state government jobs. Degradation of environment and community character
Leverage, collaborate	Leverage innovation Policy
Leverage, collaborate	Collaborating with partners to maximize financial resources
More jobs & businesses	Lack of available business
More jobs & businesses	Growing jobs
More jobs & businesses	Jobs
More jobs & businesses	Good paying jobs and affordable housing
More jobs & businesses	Increasing the number of high paying jobs.
Oil decline	Declining oil revenues resulting in loss of state jobs.
Oil decline	Decline of oil production
Other	Balancing environment issues and development
Other	I think the single most important challenge is people need to be more open minded and acceptable to change
Other	Tea Party-like Assembly members that starve opportunity
Other	GOP
Other	Recreational marijuana
Other	Commercial fishing over harvesting
Other	Keeping our insulated status in a precarious GLOBAL economy.
Other	Making good decisions
Other	Too many studies. Not enough action. Action appears based on Assembly ideology not study.
Other	Freight

<b>Topic</b>	<b>Comment</b>
Quality of Life	Maintaining our quality of life - recreation
Quality of Life	Well-being of population and high quality of life
Tourism	Declined tourism
Tourism	Tourist pay and numbers
Workforce	Workforce
Workforce	In one word access... to talent
Workforce	Keeping our work force steady
Workforce	Keeping workers in spite of high housing costs
Workforce	Find good employees with tech skills

## Appendix 2

Verbatim responses to following statement and question:

Think about the Economic Future that you desire in Juneau. It is the year 2025 now. Back in 2014, 11 years ago, the City and Borough of Juneau (CBJ) adopted a Juneau Economic Plan and the city, businesses, civic groups, and others have been using it and making the actions in it happen for over a decade now. Explain in your words, from your perspective, how our economy is stronger now in 2025 than it was a decade ago.

1. There are thriving artisan/craft/cottage industries producing and exporting goods to the “outside” world and locally.
2. Strong arts and recreational opportunities.
3. Juneau has become an attractive place for young professionals to settle and start a family. There are plenty of middle-class jobs, small and medium sized homes that young middle-class workers can afford. The community provides good education opportunities, a safe and efficient multimodal transportation system, and easy access to a multitude of outdoor recreational activities. Juneau has become a magnet for entrepreneurs and small businesses, because of the support and resources available for small business owners.
4. The future: the tech we got from the space aliens changed everything. And that answer means as much as the guess of everyone in the room. Sorry, silly question.
5. In 2025 – A balance of young people, middle-aged people and older people supporting each other. A bell curve of low, medium and high income. An economy that includes local agriculture and many food entrepreneurs.
6. Improved employment growth from the last ten years.
7. Sustainable business, local businesses support each other, working, networking to keep the dollars in Juneau. Juneau supports the Northwest Coast Art capital of the world.
8. It is vital that downtown is attractive and serves residents and legislators and their staff so they look forward to coming here each year.
9. Maintaining the capital.
10. The capital is still in Juneau.
11. After the successful repeal of the oil tax giveaway, and a change of administration, the new governor supports the construction of a new capitol. Education funding is increased, and Juneau has become the center for a fully sustainable energy community, where we have a zero to low carbon footprint. All commissioners are required to live in Juneau, and the new performing arts center establishes an outburst of artistic and creative activity. More business open downtown, because the new performing

arts center is surrounded by affordable housing and green spaces.

12. Capitol is here– no capitol “creep” of jobs north; jobs are diverse– economy is here and stable; lots of opportunities for young 20–30 year olds with education; lots of housing opportunities–affordable; strong support and health services for the aging population; good schools and stable funding; good reserves–healthy reserves in our CBJ budget; population increased to 10,000 or more; more neighborhood areas developed (back of Douglas)
13. In 2025, the Juneau economy is thriving because of a new beautiful capital building and a road out of town. We have become a fishing friendly community, state jobs are strong, and the schools are offering vocational alternatives to help put a work force together and real life class, to prepare students for their future. Of course banks are doing well with all the new developments that are occurring.
14. The natural environment–lands and waters remain healthy and pristine. Tourism has not over taken our whole downtown. The university is thriving. An economy based on research on our natural environment and impacts of climate changes. A sustainable quality of life with local resources. Children have wonderful education, fully funded.
15. What is working well is a collaboration with CBJ, Rotary, Commerce organizations both for and non–profit. Working with faith communities to solve usual social issues, housing, senior benefits, low income populations, substance abuse, transportation, and education so that they are not a hindrance on the CBJ or State expenses. Diversification looks like a well–informed younger workforce to replace the older people leaving the workforce now. The gross domestic income for Juneau is increased by half a billion. Also two other airlines serve Juneau. A CBJ technological update is needed. Webinars for meeting and assembly meetings.
16. We began to collaborate as a community to come to terms without limitations and opportunities. We are a smaller, specialized community that has certain sustaining qualities—that we became self–sufficient more in line with what built our initial growth–resource development, and took the lead as a regional center for that effort. We made good decisions to balance resource development against our environmental resources.
17. By 2025–workers have the skills and work ethic to support high wages and drive industries forward on global markets. Fewer Native students drop out of school, the average household incomes are greater and the local workforce is younger and more empowered. Housing supply has increased enough to lower the cost of living in Juneau. We have a vibrant winter tourism/arts economy.
18. Comprehensive planning, regularly reviewed and updated. Urban Service Boundary successfully used to centralize growth renewal.
19. Economy is strong because we’re encouraged to get our cost of living expenses more in line with the rest of the state and have therefore been able to attract people with good skills and expertise to Juneau. We’ve paid attention to quality of life issues that also play a role in having people here and giving them cause to stay. We’ve solved the difficulty of operating a sustainable city government and no longer struggle to present balanced budgets year to year. Most importantly, our citizens are able to get beyond their ideology and work together to compromise to come to consensus on diverse topics.

20. There is a high quality of life, and a growth of young professionals, entrepreneurs, with diverse skills. There is growth of creative, technology based employers. The cost of living is contained by increased cottage housing, comfortable affordable apartments, and high quality affordable child care. The early education and K-12 education is high quality to ensure sustainable workforce.
21. We cut the fat in state government, we put the stops on building a new library; we show more fiscally responsible with tax payer dollar; we welcomed more business by fostering a friendly business environment; we are bigger and more financially sound because of this; we may even be able to afford to retire here, after investing all of our lives here.
22. Diversified economy, mining, tourism, technology, LNG, transportation
23. Diversified job base, broader base sector employment, high value on environmental quality, high value on K-12, university education, strong arts and culture community, comprehensive senior services comprehensive programs for kids.
24. Our economy is not beholden to any single industry or the ever-changing market conditions and political whims. All of Juneau's citizens benefit from good paying jobs with good benefits, economic opportunity, and a safe, affordable community. We haven't sacrificed quality of life for short-sighted, short-term economic gain but rather have a sustainable, thriving community.
25. Want to see more diversified jobs, steady economic growth, more housing- land for private use, better health care for seniors.
26. Suitable careers for residents with all education levels; housing vacancy rate that are acceptable for local builders and renters; more industry and manufacturing; access to Juneau.
27. Diversification of industries; technology hub for AK; talent is attracted to area; creative housing solutions; leveraged refinancing; greater appeal (not like major cities in lower 48 but with unique personality and high expectations); healthy citizens focused on being good stewards of resources; professional development to increase income opportunities; businesses implement aggressive training programs to change the face of available talent.
28. Juneau's economy will be more diversified. More housing options, more capital for business start-up. More younger families able to purchase single family homes. As residents are able to purchase more affordable homes, they have more money to invest and save.
29. We have a well maintained historic downtown with quality shopping, dining, arts, and recreation opportunities.
30. I would hope that downtown housing opportunities reveal 300+ new housing units that are quality places to live, affordable to workers. We have a more diversified economy. AJ mine is open. There is a road to Skagway, almost, Seward. New town centers are created. More bike and pedestrian paths and maintenance encourage more walkers and bikes. New town centers are unique places to live and walk with better access to local grown food. Hope we have entrepreneurial mentoring and support for new business start-ups. Build capacity for new businesses.
31. Improved economic education.

32. A strong school system that can meet the needs of a 2025 economy.
33. Education: Pre-school through college or skills are excellent and universally available.
34. Excellent Schools!
35. No leakage from the city for energy (electrical/thermal).
36. We run our community totally on renewable sourced energy.
37. Energy costs are lower in the region so there is an increase in jobs and businesses. The road is completed and access roads have been built in the Tongass to connect communities to the mine and ferry service has improved. There are fewer households that are living at the poverty level, and AJ, Bokan, and Niblack mines are producing.
38. Stronger leadership to encourage more community involvement. Better and smarter use of natural resources. Increase of tourist traffic. Employment and wage balance.
39. Overcoming environmental problems which have stalled development such as mining construction.
40. Greater equality, lower cost of living, more community engagement and collaboration. You are empowered and inspired, seniors are in community. Greater development of service sector. A leader in environmental conservation. Increased access to local foods.
41. Young people will want to live, study and work here. There is no gap in employment rates between Native and non-native people. Juneau is headquarters for at least one publically traded company. Poverty is essentially eliminated, income of lower 1 / 3 RBE substantially (?)
42. More efficient use of renewable (Tongass)/sustainable (fisheries) resources.
43. Stop commercial harvest of herring and herring roe and increase the fin fish harvest.
44. The state has brought back all commercial IFQ's and banned the harvest of herring.
45. Purchasing power – Full-time jobs so that families want to live here.
46. TLMP ultimately allows for more personal use firewood harvest. 5% job growth over 10 years. Cruise tourism plateaus—1,000,000 visitors. Retirees rent existing homes to support fancy Arizona lifestyle and continue to hamstring renters. Government at reduced level but still main driver.
47. Greater purchasing power for residents and fewer families on assistance programs.
48. Our economy will be based on hazardous and contaminated site cleanup. High paying haz-mat jobs, tailings dumps, contaminated sites. Higher health care jobs due to increased rates of cancer and illness due to ruined ecosystem. Sell bottled water; clean air.
49. High tech jobs via internet; retirement destination vibrant; low cost of living; energy-efficient community and less energy cost.
50. Access to lower and moderate priced housing.

51. Enough housing to support elderly who want to live here and increasing number of younger families.
52. Increased affordable housing, decrease in airfare, maintaining healthcare needs at BRH, opposed to Seattle or Anchorage, Better healthcare specialists, increased tourism/visitors, maintained as Capital city, and additional retirement options (nursing homes, etc.).
53. We have made living in Juneau more affordable with reasoning housing market, lower cost of goods through completion and support of businesses; we created services and housing for seniors so they can age and die here, thus continue to contribute to economy; continued to diversity the workplace by adding small manufacturing; kept the capitol here with improved infrastructure; promoted Juneau to outside as good/great place to raise families AND to retire and age.
54. The year 2025...the number of households below the poverty line has decreased. There is greater access to affordable housing. Juneau has retained and solidified protection of and access to its wilderness area and Eaglecrest has a bar.
55. Growth in affordable housing, supporting as aging work/retirement force, encouraging young workers. Growing tourism offsets decreasing state oil money. Control of government money to 3–5% less than proposed income received. Big savings, financial security, spending less.
56. More affordable housing, lower–cost of living, road out of and into Juneau, larger fishing economy, less government transfer money
57. Affordable housing including senior housing and senior services. More private companies, jobs, diversification. Keep the Capital in Juneau, more young couples working in Juneau, more federal jobs in Juneau (regional).
58. Housing for everyone (all segments); mass public transit system; downtown that is the center of activity (i.e., business, housing, arts, dining, etc.); low unemployment (5%); low cost of living (i.e., utility costs); improved transportation out of town (i.e., road, ferry, road); supportive local government to small businesses .
59. Senior housing development, North Douglas developing with commercial areas to serve small residential areas, development with consideration of preservation of the environment – avoiding destruction of the wetlands, green areas and some of our beautiful landscape.
60. In 2025, we have substantially increased housing stock and affordability. This helps attract young migrants, keep our young people, and attract/keep seniors. Overall population has grown to nearly 40,000. This improves CBJ economics by “growing into our infrastructure”, and downtown revitalization has improved our attractiveness as the Capital, visitor destination and place to live.
61. Fourteen years ago Juneau put together a plan to beautify the city by improving neighborhoods thereby creating the Seawalk and bike lanes on roadside, and Auke Bay is beautified. Now there are healthy people who want to live here and visitors who love to visit this beautiful and thriving town and perhaps return with their families to live and call Juneau their home.
62. We’ve got 500,000 independent travelers who visit once or twice a year to take in recreation, arts, entertainment, and quality shopping, that includes a strong local artisan component, and partake in a

diversity of quality restaurants/café's.

63. Our investment in basic infrastructure (power, water, wastewater, roads, communications, etc.) has facilitated retention and expansion of diverse industries.
64. Juneau's investment in infrastructure, both technology and people (training/housing) has not only increased investments in the town with new businesses and attracted new residents, but has also reduced the costs of what the town spends on itself. The future is through automation, improving processes, reducing waste and enabling people to work faster (increasing productivity) which will improve profitability of businesses. This will hopefully increase wages and the workforce, causing more revenue to be spent.
65. Juneau and southeast Alaska has leveraged policy innovation to attract people with an idea of engaging resilience and rapid adaptive management for moving the local economy at the speed of doing business and staying ahead of global economic demand through innovation in all sectors of economy.
66. Activities and jobs are available which draw younger workers to the community to raise their families. Retired individuals are able to stay in Juneau and be able to afford a comfortable lifestyle.
67. Jobs that pay national average plus the cost of living.
68. We have jobs paying salaries to keep up with the high cost of living. Affordable housing (nice homes) for seniors to move in to.
69. New jobs bring/keep young people here; there are affordable housing possibilities; state jobs have increased; there is an access road to Juneau; there are more well-paying jobs; schools are healthy (more students); Juneau is a sought after vacation area (shops, independent travel).
70. Keeping the government employment rate about the same.
71. Reduced dependence on government spending. More control over our future and less reliance on government.
72. In 2025, a strong economy. Economy is less dependent on public sector jobs and travel industry. Quality of life has improved for the aging population.
73. Diversified to increase the number of jobs outside of State government and tourism. The number of jobs has increase. Juneau has attracted several new large corporations offering well-paying jobs. Access to the capital has increased and big data is being freely shared to crowd source ideas and solve issues leading to an increase in innovation. Transportation costs have decreased, leading to a decrease in the cost of living in Juneau.
74. 15% growth in private sector jobs with majority at current median wage. West Douglas development with new housing and port. Power generating capacity increased through hydro expansion or LNG. Road to Skagway complete. Capital still in Juneau with lost jobs from prior decade recaptured.
75. Diverse workforce not dependent upon government force, with transportation access via road to North American markets. Workforce with vibrant families and high quality of life with recreational, education, medical, and religious opportunities.

76. Juneau has been able to keep State and Federal jobs and return lost ones, and recruit families/wage earners for those jobs. We have attracted an information age/high-tech industry that promises high quality of life for employees. We take the steps to better train young people and assist them to be entrepreneurs. We take steps to keep retirees in Juneau and provide the environment and services for them. We keep Juneau a vibrant arts community. We replace mining with a less polluting source of jobs.
77. The businesses and individuals have increased their ability to retain their money/capital; Juneau has gone local and sustainable.
78. More land sold for housing development; single family high density \$200–225k. Leads to more young folks buying into the community. More jobs and businesses that later results in high population in the 35–50 age group—these folks have skills and are in their peak earning years. Have families and spend money with local businesses.
79. Juneau is not dependent on State and Federal funds as much as now. Limit project to needs, exclude wants.
80. CBJ has forced the hand of retail space owners to offer affordable rent to fill vacant retail space. Creating truly affordable housing for future workers. As well as providing free parking/transportation to the downtown core.
81. Growth in creative technology jobs (web design and digital media) that can be performed remotely for larger (think Google and Amazon) companies.
82. There is enough money flowing for all to do well.
83. I could see us having a stronger, more able and versatile workforce due to more accessible housing as well as more affordable Medicare/hospitalization.
84. Continuing to strengthen visitor industry by lowering port taxes, continuing marketing efforts; affordable housing to encourage younger generation to come in and replace aging population; continuing to grow economy through government jobs and increased wages; develop commercial and residential property.
85. Juneau has become a regional maritime research center, to enabling expanded seafood processing, and export to the pacific run markets.
86. The mines are still operating at a profit. Downtown Juneau has reinvented itself to a busy community. Our second crossing has been built. We have sufficient housing for every need.
87. Still have core employment (mines, government, etc.) that exists in 2014. Housing improvement has increased the residents in Juneau workforce. Have found a way to expand opportunities to reap more tourism money from cruises.
88. Plenty of year-round private sector jobs and affordable housing for all age groups. We have enough senior care facilities for our aging population AND the employees to care for them. Plenty of recreational opportunities. We become less dependent on government employment. We can drive ALL the way to Skagway.

89. 2025 Successes are most likely from mining and mining exploration.
90. If Juneau has a better economy in ten years, I envision a lot of growth coming from the mining industry with better paying jobs and pulling talent from around the nation. Population will be only slightly larger than today.
91. Juneau is an oil town.
92. The state will be producing one million barrel of oil a day with more oil on the horizon.
93. Tourism with huge cruise ships will increase low wage temporary seasonal jobs. Government jobs will decline if oil industry keeps more of AK oil revenues. Larger organizations– banks, brewery, groceries will do better. Fisheries could be better. JEDC innovation economy increases. Move UAS, polar/climate research and development. If housing increases enough then more seniors may stay, lower income workers will stay.
94. The city encouraged the construction of affordable housing. More condominiums, smaller lot sizes allowed, cluster housing and other types provided the housing needed by persons seeking to relocate here. From this growth in residents, the jobs vacated by retirees were filled by younger families with all their spending needs. Juneau encouraged the growth of IT companies and start-ups (a mini Austin or Silicon Valley developed) as these entrepreneurs recognized the quality of life and services available here in Juneau. The increase in housing helped with this.
95. Wider options for visitor.
96. Planning for when there isn't any oil.
97. We attract 100 new people/families per year who choose to create/produce writing/arts/artisan crafts and high tech services/products that are purchases worldwide and offer high paying wages.
98. Population larger, as people retire and are replaced in the workforce. Forcing development of Douglas and out the road.
99. Businesses replace government as major employers; small business growth accelerates.
100. In 2025, the citizens of CBJ made a commitment to sustain and enhance our quality of life by supporting and paying for recreation and arts opportunities, which has done much to keep retirees and young people living in Juneau.
101. People understand how their individual impacts affects society at large. This may mean a self-enriching action is not chosen because people understand this hurts the community. People have a higher quality of life and more disposable income. The local economy is thriving, in all sectors, and those visitors that work here pay for their impacts accordingly. The visitor experience is authentic, informative, and helps support local and Native populations. Basic needs are satisfied and social metrics (crime, suicide, education) are moving in a positive direction.
102. Affordable quality of life, vibrant arts, outdoor opportunities, low local taxes, good infrastructure.
103. The materials coming into the community stay here and are re-used then carefully recycled.

104. We are much less dependent on imports, especially fuel. We do much more value-added production.
105. Our economy is working well due to less government intervention or positive government plan for private sector growth. To include more housing and plan to keep our aging population engaged and living in our community (healthcare improvements and options).
106. Juneau is a regional hub for southeast healthcare, retail, government services, university and fishing. Have given up on subsidizing unrealistic mega projects and instead improved local infrastructure, transportation, schools.
107. In 2025, 14 years...Future if successful about where we are today depends on regulatory "ifs".
108. More retirees have stayed in Juneau, spending their pensions locally.
109. I'm still here, and am still able to live reasonably well off my retirement income. Juneau has a vigorous arts community, and there is enough money in the community to support a vigorous entrepreneurial spirit.
110. What's working well? Affordable housing for seniors; Services for aging population—assisted living; health care; lifelong learning (UAS associated with Osher (?) Lifelong Learning Institute endowments); home care and assistance; services such as delivery (of groceries, prescriptions, etc.), KEEP tax exemptions: sales and property; Make seniors want to continue living in Juneau! This will greatly boost the local economy—seniors spend locally year-round; CBJ and state and businesses: get it together to do winter maintenance—sidewalks, parking lots, etc. so older people can get out in the winter.
111. Aging population is encouraged to live here financially and community wise. New industries have come to Juneau because of the economic environment. The overall cost of housing relates better with lower household incomes.
112. A more robust year-round economy with a revitalized downtown business core. No empty store fronts September - May. A more reasonable cost of living, without losing things, and places to get away from tourists.
113. 2025: Improved access - road
114. Transportation, cost of freight, road going out would increase fishing exports, independent tourism, and mining.
115. The road was built, private sector jobs increased, businesses expanded, sales and property tax revenues to the CBJ increased—our school population regained the 700 students we lost between 1998–2013 - we filled up both of our high schools and all of our elementary schools. Water and sewer rates went down to \$50 a month and overall cost of living went down, making it less expensive and easier to live here. Then, young people could live here, pay taxes, and support all the old people who will never want to leave.
116. Juneau access road has begun development; a couple of new mines in the region have opened; bringing in much needed economic relief. Auke Bay has developed into a world class boating destination revitalizing and growing the north half of Juneau. The university has seen a large growth in

an attendance filling more housing and students filling entry level jobs and starting to fill state jobs. The local economy has also been levied by oil tax reform which has kept the state workers and capitol in Juneau. The economy has brought in new young families and schools are thriving.

117. As a result of Road to Skagway, transportation costs have declined, housing opened on North Juneau, mining is strong, seasonal industries in decline. Household income remains above state average, infusion of younger workers replace aging work force, tax base begins to grow again.
118. Juneau has vibrant economic zones in West Douglas, Auke Bay, Echo Bay that have housing options, freight, fish, processing, etc. Now exciting commercial and recreational opportunities have opened along the new Lynn Canal Highway. Creative use of formerly occupied CBJ facilities have been converted to studios and apartments for artists and technology-based industries.
119. Services for senior community: healthcare; continuous care facility; amenities (clubs, sports, hiking, music, theater, lectures, etc.); social services, housing; attractive environment; and transportation services. UAS offering career-oriented degrees and courses that fit the needs of government and local development.
120. In 2025, local small businesses are flourishing because there is a steady supply of well-trained employees earning a living wage allowing the employees to live in Juneau and raise a family. Economic development proposals are accepted and supported by the CBJ Assembly because the proposals are in line with the acceptable economic opportunities. Opposition to proposals is scattered and gain little traction because the process does not allow constant opposition and blocking through CBJ, State, and Federal permitting processes.
121. Because we spent money wisely on schools, protection, medical care, and technology. We also saved money. They also got more people to get more jobs and homes.
122. Juneau has supported oil development which allows State government to continue to function and employ. Land access is free and available in the Tongass allowing two new mines to develop creating 500 new high paying jobs x 2-3 multiplier. CBJ has trimmed unneeded programs, paid its PERS/TRS and stayed within budget and develop AJ mine (one of the two). It is still raining.
123. Sustainable (self-sufficient).
124. Sustainable long-term industry based on tourism, ecology, fishing, quality of life, small scale timber. Not short term jobs such as construction and mining.
125. State income tax, PFD to support state services, improved taxation on tourism.
126. CBJ collects their fair share of expenses from others besides property owners i.e.: cruise ships.
127. Increase property tax on Franklin St. Businesses that are benefiting from tour ships.
128. Property taxes are affordable – money from other sources besides taxes (for residence).
129. CBJ eliminated businesses personal property tax; businesses made bigger investment; CBJ starts to adopt a capped seasonal residential property tax measure to allow seniors to afford to stay here; personal and business growth continues.

130. Thriving business community.
131. Leverage the tourist economy to keep more money in Juneau in terms of owners of tourist businesses staying open year-round and spending their money in Juneau and living here. Independent tourists, capturing seasonal employees as year-round residents.
132. A fast rail transit connection from the airport town via the malls, has led to more shopping trips during inclement weather and fewer accidents on the freeway.
133. 2025: Today, we have transportation in our community that provides easy access to commerce and jobs. Housing costs are on par with the lower 48 as well as utility expenses. Residents live in Juneau because of the quality of life. This impacts our economy favorably with above average income per capita. We have a broad mix of employers that has substantially increased since 2014 including added mining and fishing jobs. Juneau remains the capitol.
134. Juneau's leadership in creating an environmentally friendly infrastructure (such as electric cars, pedestrian friendliness, easy public transport, walkways, and bikeways) that allow enjoyment of the environment has resulted in making Juneau an even better tourist destination and made it easier to community to host tourists without degradation of the environment or community character. Juneau's port complex provides focus and way to bring tourist dollars into community to help support this valued community asset. Juneau's educational institutions are strong. Juneau remains diverse in industries, diverse in culture.
135. Waterfront living enjoyed by all.
136. There will be good paying jobs in many sectors. The residents in their 30's to 50's will stay because housing is affordable. The fishing will be well managed for sustaining that industry; state and federal government will not continue to shrink, families will be able to stay here and their parents will age in place with appropriate services.
137. Educated and skilled workforce able to provide the human capital needed in 2025.
138. Our schools are at capacity. Moreover, we have attracted young families, procured sustainable job and affordable housing. Healthcare to meet population demand. Infrastructure built out to West Douglas with second crossing private development underway. AJ Mine is at or near production. Juneau access road is under construction and near completion. Taxable properties up 75%. Schools at 90% capacity. Resident employment up 15-20%.
139. Exit of wealth-seniors. Quality of life - (???) Capital creep
140. Our economy is stronger because Juneau is a great place people want to work, live and retire. We have a great education system, an affordable cost of living and entry level job opportunities so we retain younger people, and a highly developed transportation system to support businesses.